Wiltshire Council

CHIPPENHAM STATION HUB

Outline Business Case

OBC
JANUARY 2018

PUBLIC

Wiltshire Council

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Outline Business Case

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CONTENTS

TABLES

FIGURES

EXECUTIVE SUMMARY

Wiltshire Council, Great Western Railway ('GWR'), Network Rail and the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) are working together to bring forward proposals for the redevelopment of land around Chippenham Station. Network Rail and GWR are forecasting a significant increase in passengers using the station due to the Great Western Main Line Route Modernisation Programme and planned local housing and employment growth. The proposals will deliver additional car parking to help meet the forecast demand, along with new housing, commercial and retail space and improved public realm.

As agreed with the Department for Transport and SWLEP there is a clear rationale for delivering the proposals as a series of stand-alone projects, which collectively deliver the objectives and benefits set out in the original Local Growth Fund (LGF) submission. The purpose of this Outline Business Case is to confirm the continued strong case for the overall station masterplan, further to the GWR station works which are currently under construction and for which a separate business case was produced and approved. For each of the stand-alone projects discrete assessments will be produced to confirm the case for LEP funding approval.

Chippenham is an historic Wiltshire market town (population around 36,000) approximately 15 miles east of Bath and approximately 25 miles southwest of Swindon. The station is well used (over 1.8m users annually) and the car parks are often full or near to capacity. Continuing the trend of growth over the last decade, Network Rail and GWR are forecasting a significant increase in passengers using the railway (forecast growth of around 40% by 2029) due to the Great Western Main Line (GWML) Route Modernisation Programme and the growth of Chippenham. The GWML Programme will provide faster journey times, more capacity and modern rolling stock. The adopted Chippenham Site Allocations Plan identifies land for at least 4,510 additional homes and around 26.5 hectares of employment land by 2026.

The initial proposals for the development of the station and its surrounding area were submitted as part of Swindon and Wiltshire Local Enterprise Partnership's (SWLEP) Strategic Economic Plan (SEP) in March 2014. The scheme received a funding allocation of £16m from the Local Growth Fund (LGF). Since then, the project partners have worked together to further develop the masterplan proposals for the area. This has included assessing a range of masterplan options, undertaking market testing and engaging with the planning authority and local landowners. In October 2017 GWR commenced the station improvements scheme, delivering its franchise commitments and wider passenger improvements within the station.

The strategic rationale for the proposals are clearly framed by local and regional policy, notably SWLEP's SEP, and by the Chippenham Central Area Masterplan. These identify the linkages between economic success, social vitality and efficient transport infrastructure and can be summarised as having the strategic aims to:

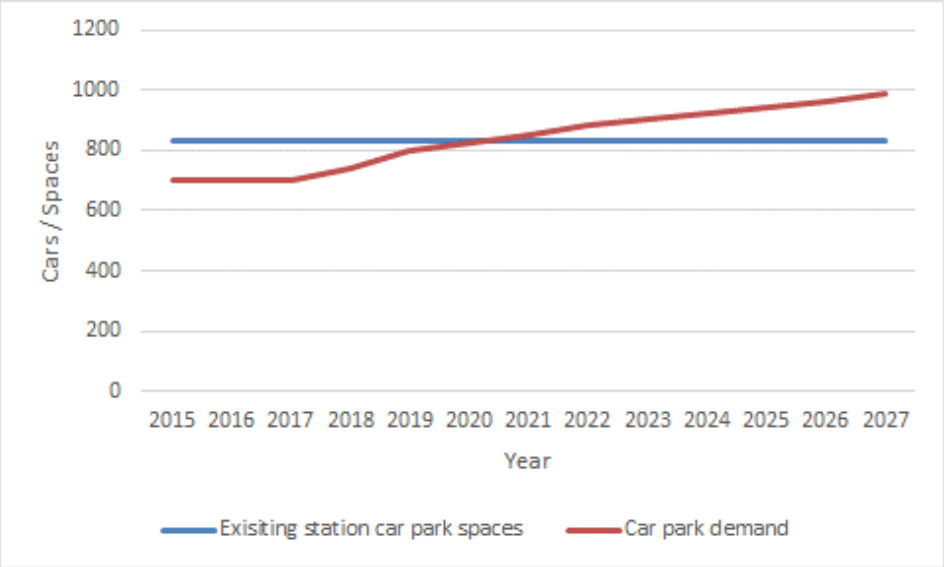
- Enable growth;
- Support and invest in business;
- Improve infrastructure;
- Promote access to sustainable transport; and
- Improve quality of life.

Aligned with these policy objectives, specific development objectives have been set, which have been used to shape the development and definition of the proposals.

In the absence of redeveloping Chippenham station the wider benefits of investment in local developments such as Langley Park and Rawlings Green will not be fully realised and the currently identified problems for the station and its environs will worsen, with implications for the achievement of Chippenham's housing and economic growth policies. Additionally, benefits derived from the major investment in the GWML Modernisation Programme will be constrained without the introduction of the station Hub proposals.

While station car parking demand has been stable over the last few years due to the extensive amount of engineering work on the line damping demand it is anticipated that with the completion of the major upgrades to the GWML and the station works currently being implemented by GWR, along with the effect of the housing and employment growth in Chippenham, there will be a significant increase in station car parking demand. Based on GWR's forecast station passenger growth rates, the station car parks will not be able to accommodate peak demand from around 2020 or 2021 (as illustrated below).

Forecast peak station car parking demand



Maintaining the status quo will also not address the existing severance issues created by the railway line and the constrained north-south highway routes through the railway arches, nor the connectivity issues between the station and Langley Park to the north and towards Monkton Park and the town centre to the south.

Addressing the strategic aims and the impacts of doing nothing, the station Hub proposals have been developed. The preferred Masterplan option is shown overleaf. In summary, it provides for:

- 102 homes;
- 5,450 sqm of commercial floor space; and
- 1,594 parking spaces.

Further work will be required to develop the Masterplan in more detail and to respond to the ongoing stakeholder and public engagement. To date, as part of the pre-planning application process discussions have been held with Wiltshire Council (as the Local Planning Authority) with the issues raised shaping the refinement of the current Masterplan option. The in-scope land owners have also been engaged to discuss opportunities to maximise the potential for the Masterplan and ensure the proposals will deliver the required quality and functionality.

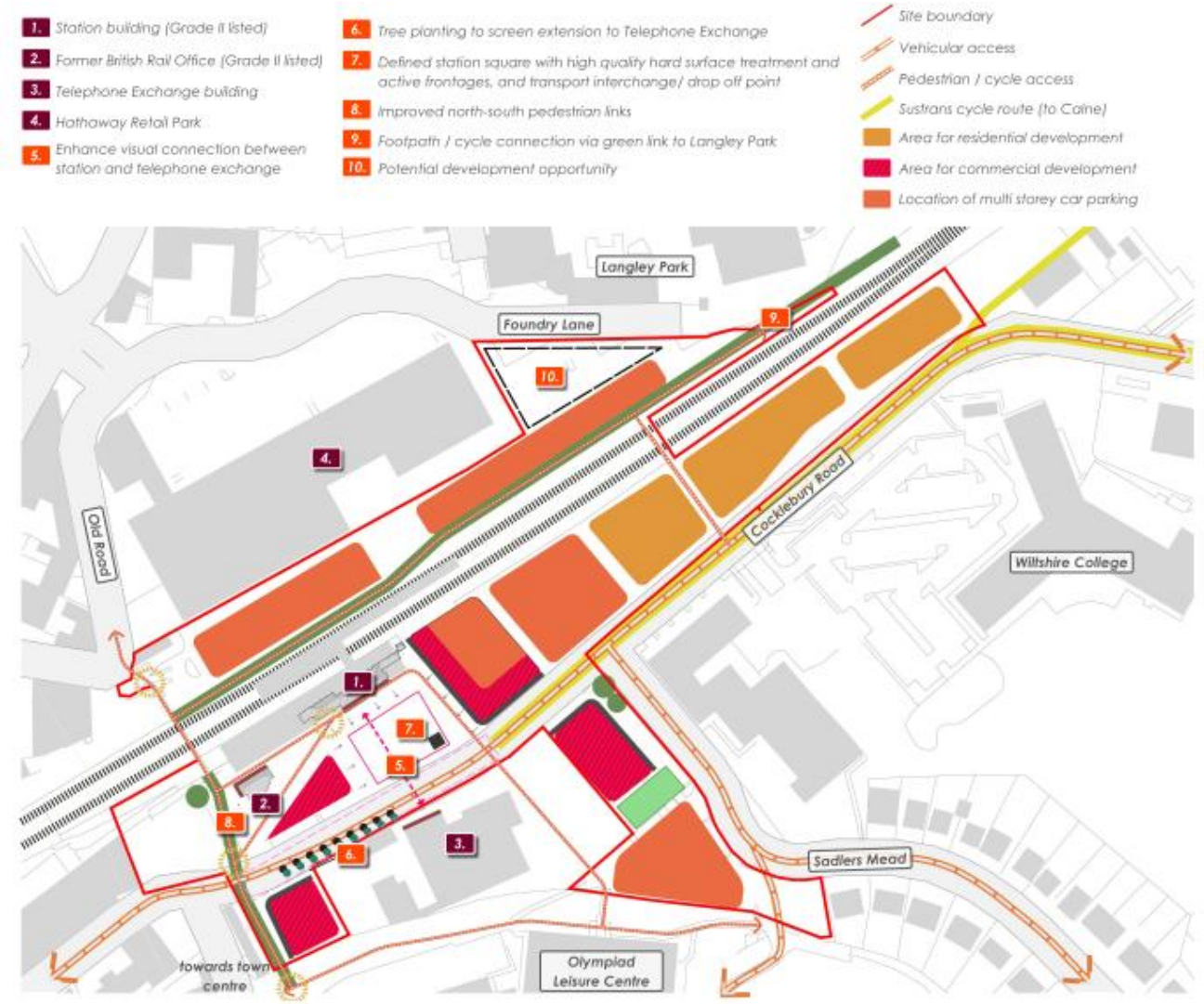
The results of the economic appraisal of the transport-related elements of the proposals (consistent with DfT's guidance) demonstrate the high value for money of the scheme. The initial benefit to cost ratio (BCR) is 2.5:1, meeting the expected level by the LEP for the BCR in order to approve the scheme. With the inclusion of the dependent development benefits the BCR is strengthened, but remains at 2.5:1.

In addition to the conventional transport appraisal benefits, the scheme will also deliver wider economic and social benefits, in line with the LEP's objectives. These include the land value uplift resulting from the provision of the high quality commercial development on the plot owned by Wiltshire Council to the south of Cocklebury Road, which is anticipated to support the retention of high value jobs in Chippenham and the creation of further jobs.

Additionally, the visible commitment to the area will serve to 'pump prime' the wider regeneration of the local area and set the precedent for further development coming forward. Amongst already identified opportunities is the land owned by Chippenham 2020 to the south-west of the station. It is proposed that high quality commercial units are developed to support local economic growth (including employment and GVA benefits) and addressing local housing needs, including the provision of affordable housing.

The development of the station Hub will also support the realisation of the benefits from the wider housing and employment developments at sites such as Langley Park, Rawlings Green, North Chippenham and Rowden Park by ensuring the station can accommodate the forecast demand, provide a gateway experience and integrate the area with the town centre. The Masterplan proposals achieve this without negatively impacting the natural environment, respecting the local heritage of the station area and delivering a range of benefits to society.

Indicative Concept Masterplan



To realise the proposals a phased delivery of the Masterplan has been developed. This approach will help to manage the impacts of each phase and allow for flexibility to adapt to changes in the surrounding area as the scheme is built. This will also help to align with the development of key infrastructure such as the Rawlings Green railway bridge, which will alleviate traffic congestion along Cocklebury Road, and the highways improvements linked to the Langley Park development.

As the specific delivery mechanisms for each of the phases is confirmed more detailed design work will be progressed to support revised cost estimates and to ensure the affordability of the proposals. Match funding for the allocated LGF funding will be provided by the project partners, land owners and developers/ development partners.

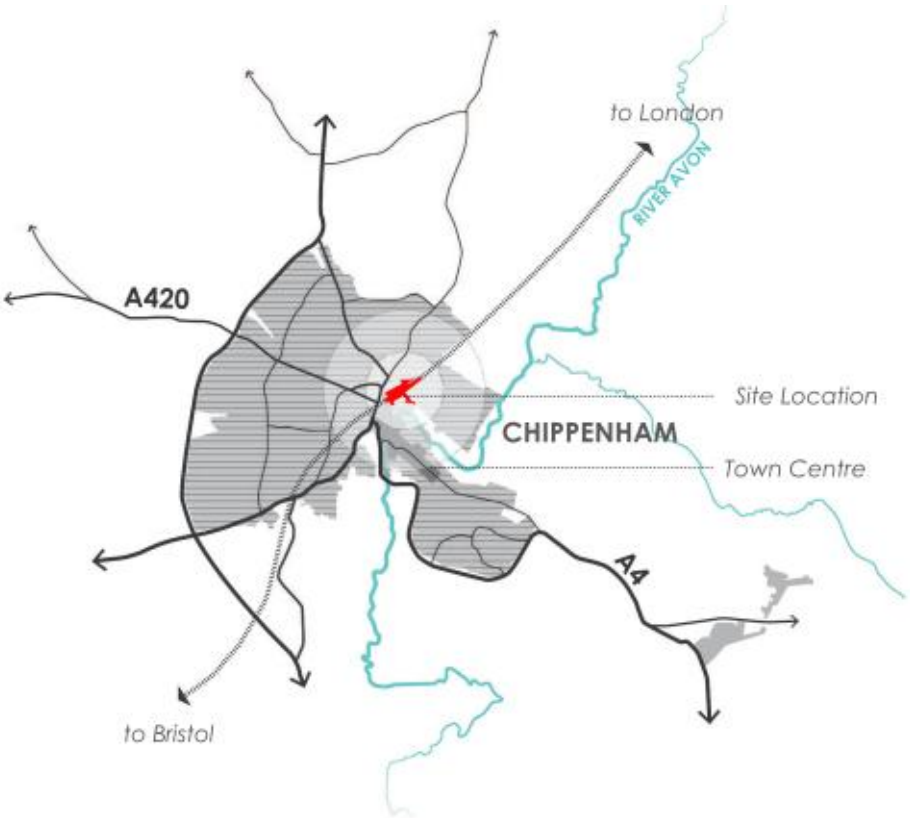
To ensure continued value for money and the effective governance of the project, the project partners will continue to draw on their collective experience of delivering similar projects, to adhere to the established project processes and comply with the LEP's assurance framework.

1 INTRODUCTION

1.1 BACKGROUND

1.1.1. Chippenham is an historic Wiltshire market town (population around 36,000) approximately 15 miles east of Bath and approximately 25 miles southwest of Swindon. Its rail station is situated to the north of the River Avon and Chippenham town centre. Wiltshire Council, Great Western Railway ('GWR'), Network Rail and the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) are working together to deliver proposals for the redevelopment of land around Chippenham Station.

Figure 1 – Scheme location

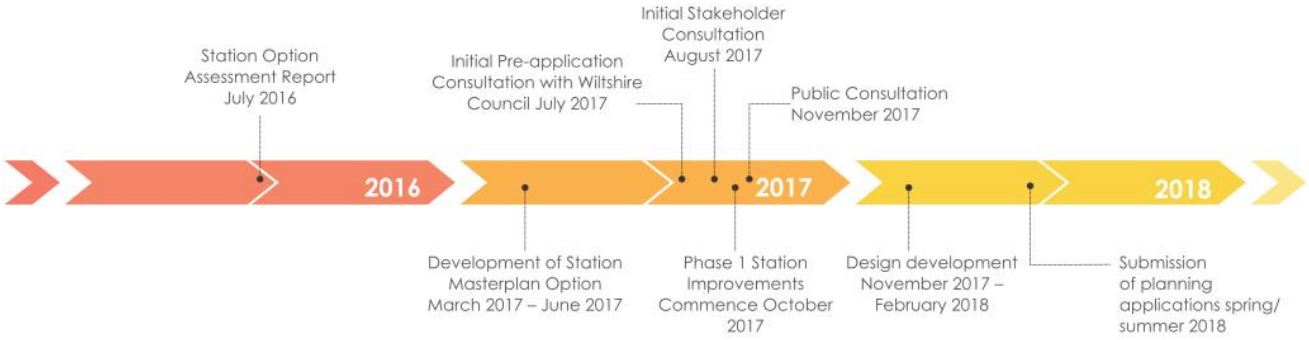


1.1.2. The station is well used (over 1.8m users annually) and the car parks are often full or near to capacity. Continuing the trend of growth over the last decade, Network Rail and GWR are forecasting a significant increase in passengers using the railway (forecast growth of around 40% by 2029) due to the Great Western Main Line (GWML) Route Modernisation Programme and the growth of Chippenham. The GWML Programme will provide faster journey times, more capacity and modern rolling stock. The adopted Chippenham Site Allocations Plan (2017) identifies land for at least 4,510 additional homes and around 26.5 hectares of employment land by 2026.

1.1.3. This forecast growth will put pressure on the public transport system and the local highway network. The scheme proposals will provide additional car parking to help meet the forecast demand, along with new housing, commercial and retail space and improved public realm.

1.1.4. The initial proposals for the development of the station and its surrounding area were submitted as part of Swindon and Wiltshire Local Enterprise Partnership's (SWLEP) Strategic Economic Plan (SEP) in March 2014. The scheme received a funding allocation of £16m from the Local Growth Fund (LGF). Since then, the project partners have worked together to further develop the masterplan proposals for the area. This has included assessing a range of masterplan options, undertaking market testing and engaging with the planning authority and local landowners. In October 2017 GWR commenced the station improvements scheme, delivering its franchise commitments and wider passenger improvements within the station.

Figure 2 – Project Timeline



1.1.5. Associated with the development of the scheme proposals a Strategic Outline Business Case (SOBC) was produced in 2016 in line with the timescales outlined in the funding bid. The SOBC set out the strategic case for the scheme and reviewed the high-level land use development options facilitated by the consolidation of the existing surface car parking.

1.2 OUTLINE BUSINESS CASE

1.2.1. The SOBC presented the strategic rationale for investing in Chippenham rail station and the surrounding area and identified a range of options that had been considered. This OBC reflects the significant development of the proposals since the SOBC and demonstrates the continued robustness of the preferred option, in terms of its strategic rationale and value for money. The business case also captures the progress made in assessing the affordability and deliverability of the scheme through soft market testing and undertaking pre-planning application dialogue with the local planning authority. As agreed with the Department for Transport and SWLEP there is a clear rationale for delivering the proposals as a series of stand-alone projects, which collectively deliver the objectives and benefits set out in the original Local Growth Fund (LGF) submission.

1.2.2. The purpose of this OBC is to confirm the continued strong case for the overall station masterplan (further to the GWR station works which are currently under construction) and therefore the case to continue with engagement with prospective developers, establish contractual positions and seek funding approval. For each of the stand-alone projects discrete assessments will be produced to confirm the case for LEP funding approval.

1.2.3. This business case has been prepared on behalf of the scheme promoters Wiltshire Council for approval by SWLEP. The structure of the OBC follows HM Treasury's five-case business case model, with a chapter for each case:

- The **Strategic Case**: setting out the strategic and policy context, the case for change, and the objectives of the scheme;
- The **Economic Case**: demonstrating that the scheme addresses the objectives set for it and achieves optimal value for money;
- The **Commercial Case**: confirming that the scheme is commercially viable, in terms of structure, content and nature of the proposed delivery approach;
- The **Financial Case**: identifying the scheme's affordability and funding arrangements over the lifespan of the project; and
- The **Management Case**: confirming that the processes and controls are in place to successfully manage the implementation of the scheme and realise the forecast benefits.

1.2.4. The five Cases document the development of the business case since the SOBC, identify the substantial economic and social benefits of developing the Chippenham station area and provide confidence that the proposals are affordable and deliverable.

2 STRATEGIC CASE

2.1 OVERVIEW

2.1.1. The Strategic Case presents the case for change, namely the rationale for investing in the proposals to address the issues and opportunities identified and to support policy. The Strategic Case also demonstrates that a robust option development process has been followed and that the emerging proposals will deliver the 'right' solution which realises the objectives set and is deliverable.

2.1.2. The Chippenham station Hub scheme has been developed recognising the policy context of delivering housing and economic development in a sustainable manner and by addressing current severance issues, accommodating the forecast growth in demand arising from the Great Western Main Line Modernisation Programme and creating a gateway experience for those arriving at the station, while respecting the cultural heritage assets.

2.1.3. As required by the SWLEP Assurance Framework (March 2015), this chapter has been developed to follow HM Treasury's 'Green Book' and the relevant guidance from the Department for Transport (WebTAG).

2.2 BUSINESS STRATEGY

WILTSHIRE COUNCIL

2.2.1. Wiltshire Council, on behalf of the project partnership of itself, Network Rail and SWLEP is providing the project management for the scheme. As a unitary authority, it is the Local Planning Authority and the Local Highway Authority. Through strong financial management, innovation, local leadership and market development, it provides and enables the provision of services for the Chippenham population.

SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP

2.2.2. The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) was established in July 2011. SWLEP is a partnership between the two local authorities (Swindon Borough Council and Wiltshire Council) and businesses.

2.2.3. SWLEP plays a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. SWLEP accesses government funding, channelling investment into the region that will leverage even greater funding from private investors. It aims to secure wealth, jobs and new businesses by focusing on four priorities:

- Inward investment;
- Supporting and stimulating existing business growth and facilitating new business set up;
- Job creation, education and skills; and
- Economic infrastructure.

GREAT WESTERN RAILWAY

2.2.4. Great Western Railway, owned by FirstGroup, operates Chippenham rail station and the rail services that serve it as part of the Great Western rail franchise. They are represented on the project steering group and have been actively engaged with the LEP and Wiltshire Council in order to obtain the first instalment of the LGF funding allocation to enable the implementation of 'Phase 1' of the Hub scheme to provide station and access improvements within the station's curtilage, which is currently under construction.

NETWORK RAIL

2.2.5. Chippenham rail station and land around it is owned by Network Rail who is responsible for maintaining the station and associated infrastructure. Network Rail is represented on the project steering group and recognises the needs and benefits of redeveloping Chippenham rail station in light of the Great Western Route Modernisation Programme, which is forecast to generate additional demand growth along the corridor. Network Rail has actively engaged in discussions on the scheme definition, objectives and delivery mechanisms.

CHIPPENHAM 2020

2.2.6. It is the land owner of the plot of land to the south-west of the station building for which it has development ambitions.

2.3 STRATEGIC (POLICY) AIMS

OVERVIEW

2.3.1. The strategic policy aims which provide the context for the scheme proposals encompass the National Planning Policy Framework and regional and local economic, transport and land use plans and strategies. Consistent themes relevant to the Chippenham station Hub scheme are evident in the policy documents. These themes reflect:

- Driving sustainable economic growth in Wiltshire and particularly in town centres, to secure new local jobs and business growth through high impact investments;
- Sustainable development schemes that mitigate adverse environmental impacts;
- Improving connectivity and accessibility for the new development sites adjacent to Chippenham station; and
- Establishing a major transport hub around Chippenham station.

NATIONAL PLANNING POLICY FRAMEWORK

2.3.2. The National Planning Policy Framework (NPPF, 2012) sets a presumption in favour of sustainable development. The NPPF states that local authorities should recognise:

- Town centres are the heart of a community and their viability and vitality should be actively supported;
- Residential development can play an important role in ensuring the vitality of town centres and residential development should be encouraged on appropriate sites;
- Developments should add to the overall quality of an area and establish a strong sense of place; and
- Conservation of the historic environment can bring wider social, cultural, economic and environmental benefits.

SWINDON AND WILTSHIRE LEP - STRATEGIC ECONOMIC PLAN (2014, UPDATED 2016)

2.3.3. The 2016 document updates and revises the previous Swindon and Wiltshire Strategic Economic Plan (SEP) document that was approved in March 2014. The SEP sets out a bold vision and a transformational economic growth programme, including a requirement for 42,820 new homes to be built in Swindon and Wiltshire between 2015 and 2026. The SEP aims to accelerate the delivery of the new homes and jobs through a series of high impact investments.

2.3.4. As set out in the 2014 document, of the four significant opportunities for investment identified in the SEP for Swindon and Wiltshire, one is related to town centres:

"The quality of life on offer in Swindon and Wiltshire is a major part of our appeal to entrepreneurs and their employees. We are home to several Areas of Outstanding Natural Beauty (AONB) and international visitor attractions like Stonehenge and Avebury World Heritage Sites. However, the retail, leisure and cultural offers in some of our urban areas are identified by businesses as poor and a barrier to growth, with leakage of expenditure to surrounding areas. Investment is needed in some of our main Town Centres so they become more attractive places to live, work and visit".

Figure 3 – Excerpt from SWLEP SEP (2014)

2.3.5. The SEP recognises that "the Chippenham Masterplan aims to unify key development sites, improving access and connectivity and significantly expanding the retail and leisure offer including a major transport Hub around the station, a redeveloped college site, hotel and community campus".

2.3.6. The SEP also recognises that "enabling growth in Town Centres will help to build the critical mass of activity needed to support improved public transport and sustainable travel. Our Growth Deal is about accelerating the delivery of planned improvements that will enhance the experience and perception of our main Town Centres. We will do this by:

- Funding the infrastructure needed to accelerate key developments in the Town Centres;
- Investing in transport packages to improve access in and around the Principal Centres, including more sustainable forms of transport; and
- Investing in employment site infrastructure to enable businesses to relocate from Town Centre sites, freeing land for housing and providing them suitable space to grow."

2.3.7. Investment opportunities are to be channelled through the three Growth Zones set out in the SEP. Chippenham is included in both the Swindon-M4 and A350 Growth Zones.

2.3.8. The A350 Growth Zone is a key economic artery in Wiltshire incorporating the towns of Chippenham, Corsham, Melksham, Trowbridge, Westbury and Warminster. Malmesbury is also linked by the A429 to Junction 17 from the north and included in the zone. With a population and economic output equivalent to Swindon (£3.4bn in GVA), the area is home to many important businesses, with 60% of the 'Wiltshire 100' in the corridor including Siemens, Herman Miller and Knorr Bremse.

2.3.9. Chippenham's significance as part of the A350 Growth Zone is to serve as an important link for fostering business development along the corridor. Strategic Objectives unique to each of the Growth Zones were compiled in order to target investment benefits at a more local level. The Strategic Objectives for the A350 Growth Zone are summarised below:

- Invest in local further and higher education facilities that focus on creating the relevant set of skills required by the businesses of the key sector areas located along the corridor.
- A350 primary route investment that extends through to western Wiltshire.
- Improve local infrastructure, deliver urban development and attract new investment into town centres.

2.3.10. The inclusion of Chippenham within the Swindon-M4 Growth Zone allows for the attraction of more investment from Bristol and Bath towards the M4 Junction-17 region. Chippenham's inclusion can also contribute to the extension of growth from London to Reading and Swindon.

2.3.11. The Strategic Objectives relevant for Chippenham within the Swindon-M4 Growth Zone include:

- Invest in further and higher education facilities throughout the urban centre to improve Level 3 and 4 qualifications;

2.3.12. Strategic Objective 2 promotes investing in transport infrastructure improvements that would support economic and planned development growth at Key Growth Zones. Chippenham lies in both the A350 and Swindon-M4 Growth zones and shares the following Priority Action plans:

- Deliver packages of integrated transport schemes to support the regeneration plans for Chippenham.
- Deliver the master plan for the regeneration of Chippenham.

2.3.13. The growth deal for the A350 Corridor focuses on:

- Accelerating the regeneration of Chippenham and Trowbridge Town Centres; and
- Accelerating the delivery of new homes and jobs in urban expansions at Chippenham and Trowbridge.

2.3.14. More specifically the growth strategy is focused on "accelerating the development of a new Station Hub; unlocking the growth of Langley Park; and transport investments to support growth across the area".

2.3.15. In respect of Chippenham Station Hub, the SEP states:

- "The investment is centred on the Chippenham Station Hub development, including enhanced car parking, retail offer, pedestrian links, cycle and transport links over the railway. The proposal responds to the anticipated growth of Chippenham which will lead to an increase in rail passengers using the station by 40%. There will be an increased demand for interchange facilities with cars, cycles and bus and coach services;
- Local Growth Fund support is needed to deliver the opportunity because of the abnormal costs of development associated with construction in close proximity to the railway and within constraints set by Brunel's historic rail buildings".

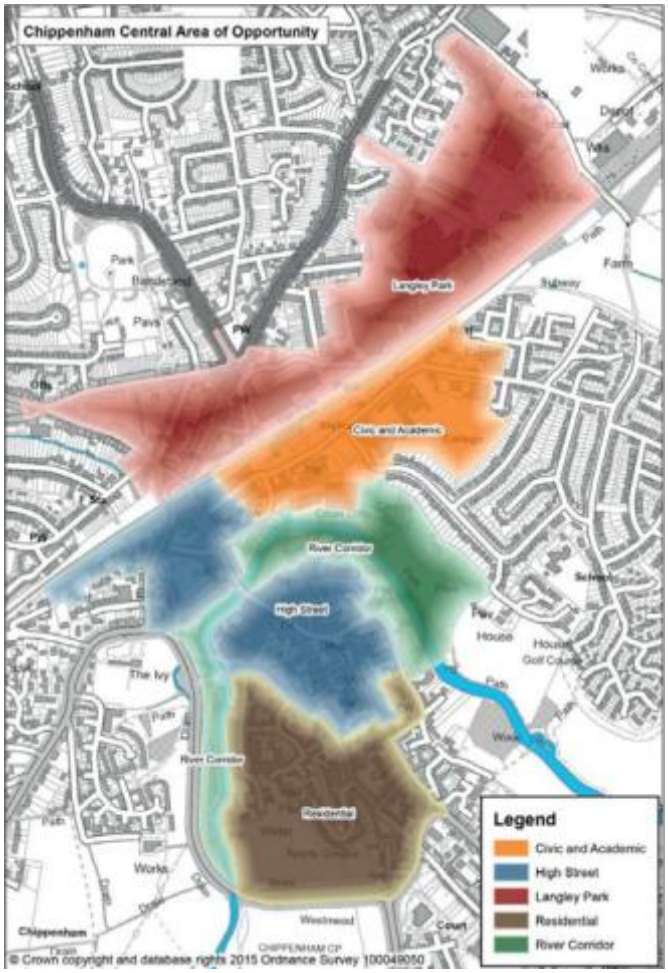
2.3.16. In respect of Chippenham Langley Park, the SEP presents:

- "IXYS UK makes semi-conductors on a site at Langley Park and is a key part of the local economy; it currently exports 91% of its turnover. The state of repair and running costs of its existing operations are a barrier to growth. Wiltshire Council, UKTI and the TSB have engaged with IXYS to explore options which could retain and enhance its operations in the UK. Through a strategic investment at Langley Park, there is an opportunity to facilitate the redevelopment of the current site to enable IXYS to modernise and add further value to its UK activities. Specifically, there are potential future partnerships around power electronics for resilient energy systems;
- These are particularly important in renewable energy technologies. The redevelopment would enable the retention of 200 highly skilled jobs and the maintenance of local/national supply chains (with an estimated value of £7.8m). It would act as a catalyst for the wider regeneration of the whole Langley Park site and deliver land for up to 50 houses; and
- The new facilities will enable the development of future partnerships by IXYS to further support the existing TSB collaboration and create the scope for collaboration with other LEPs."

WILTSHIRE'S CORE STRATEGY (JANUARY 2015)

2.3.17. The Wiltshire Core Strategy sets out the strategic vision for delivering sustainable growth over the period up to 2026. Its main aims are to deliver a minimum of 42,000 new homes and create up to 27,500 jobs. Chippenham is identified in the Core Strategy as a 'Principal Settlement' (Core Policy 1) because it is "a strategically important centre and primary focus for development", alongside Trowbridge and Salisbury.

Figure 4 – Chippenham Central Areas of Opportunity (*Source: Core Strategy Figure 5.5)*



2.3.18. **Core Policy 9** identifies Chippenham Central Areas of Opportunities. It identifies that "the redevelopment of the following sites will be supported:

- Bath Road Car Park/Bridge Centre Site - to form a retail extension to the town centre to provide a supermarket and comparison units; and

- Langley Park - to deliver a mixed use site solution for a key redevelopment opportunity area to support the retention of significant business uses on part of the site."

2.3.19. These sites are located to the north and south of the railway. The station Hub proposals will support the integration of these areas and with the other sites south of the railway.

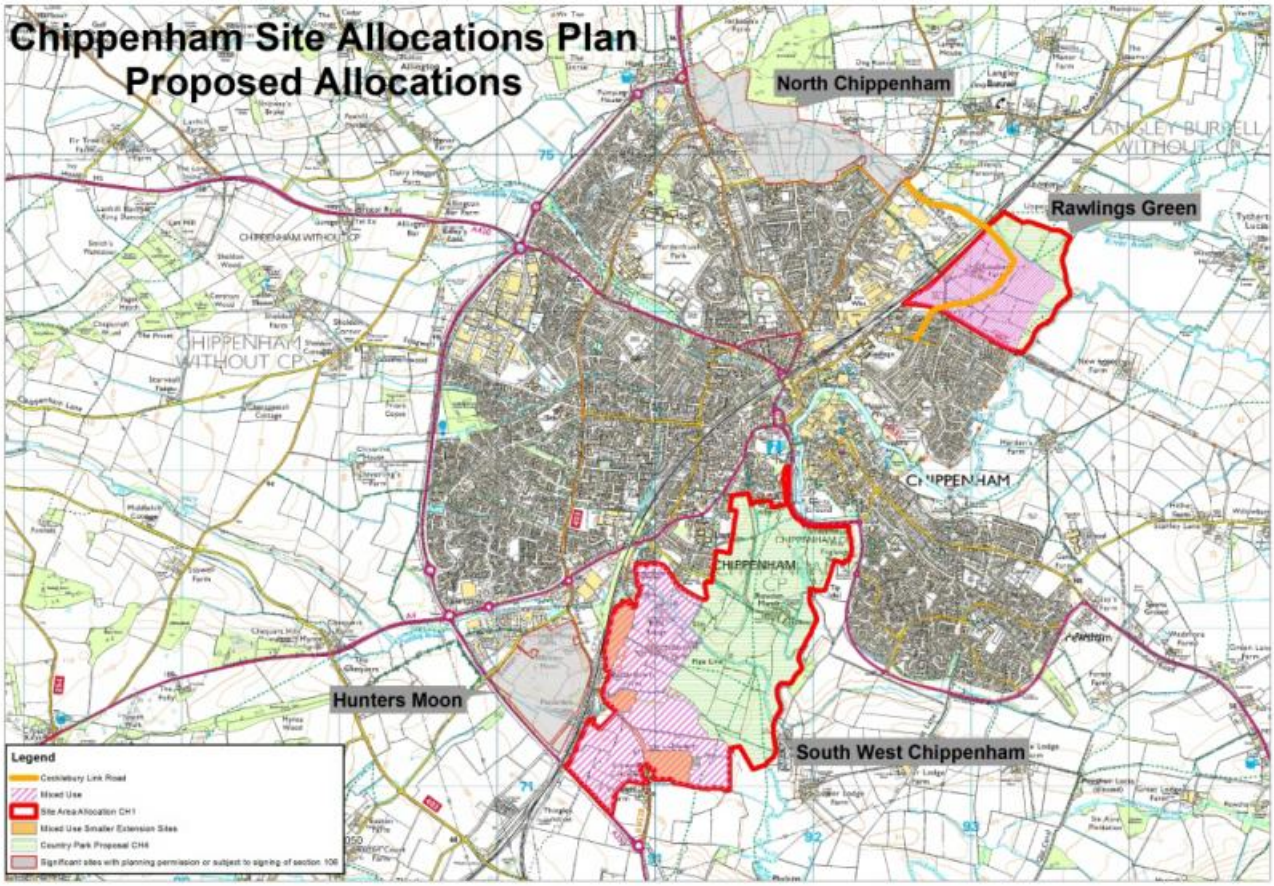
2.3.20. **Core Policy 10** outlines the Spatial Strategy for Chippenham Community Area. The Policy states "development in the Chippenham Community Area should be in accordance with the Settlement Strategy set out in Core Policy 1". Core Policy 10 sets out that Chippenham's growth strategy should place emphasis on mixed use land development opportunities.

2.3.21. Over the plan period (2006 to 2026), 26.5 ha of new employment land (in addition to that already provided or committed at April 2011) and approximately 5,090 new homes will be provided in Chippenham Community Area. At least 4,510 should occur at Chippenham Principal Settlement. Allocations at Chippenham are identified in the Chippenham Site Allocations Development Plan Document (DPD). The DPD sets out a range of facilities and infrastructure necessary to support growth.

CHIPPENHAM SITE ALLOCATIONS PLAN (MAY 2017)

2.3.22. While the Wiltshire Core Strategy identifies the general scale of growth at Chippenham, it does not identify specific sites to deliver the growth. It is the purpose of the Site Allocations Plan to identify the strategic sites which will best support the town's future and which are the most environmentally appropriate in accordance with the overarching policies of the Wiltshire Core Strategy.

Figure 5 – Chippenham Strategic Site Allocations (*Source: CSAP*)



2.3.23. The Site Allocations Plan identifies Chippenham as an area for growth, for which the LEP has secured funding from the Government's Local Growth Fund to support economic growth. More specifically, the Site Allocations Plan identifies Chippenham station Hub as a potential future development, including 'enhanced parking and retail offer and new railway crossing'.

2.3.24. The Site Allocations Plan outlines the vision for Chippenham as being:

- "Chippenham will strive to be as attractive as possible in terms of shopping and leisure provision and will emphasise its role as a Riverside Market town surrounded by beautiful countryside and attractive villages;
- Chippenham will recognise and build on its natural assets and its important heritage will be cherished. Its setting on the River Avon will be its defining and connecting feature combined with the historic centre, the market, pleasant parks and open spaces; creating a thriving artery and distinctive identity for the town;
- Chippenham will be a place where young people choose to stay to live and work, because of the excellent education facilities, the choice and quality of work, which are complemented by its programme of events, festivals and activities;
- Chippenham will be a retail destination of choice for the surrounding area due to its range of shops, excellent market, lively cafés and restaurants and leisure facilities which are complemented by its programme of events, festivals and activities;
- Chippenham will take advantage of its excellent rail and road links and its position on the high tech corridor between London, Bristol and beyond. It will strengthen its offer and role as a business location ensuring people can live and work locally; and
- Chippenham will have an integrated approach to transport so that traffic flow will be more efficient, the town centre will be less congested and there will be improved access for sustainable modes of transport."

2.3.25. **Objective 4** (improving access to sustainable transport) identifies that "the need to improve access to sustainable transport is recognised in the Wiltshire Community Plan and in the Chippenham Vision. Public transport connectivity and pedestrian and cycling links to the town, town centre, railway station and Wiltshire College campus also needs to be improved including better integration of different modes".

CHIPPENHAM TRANSPORT STRATEGY - DRAFT (NOVEMBER 2015)

2.3.26. The Chippenham Transport Strategy is Wiltshire Council's proposed long term approach to meeting the transport needs of the town, within the context of housing and employment growth. The strategy has been developed around three main themes: accommodating growth at strategic development sites; maintaining the function of major roads; and supporting the future success of the town centre.

2.3.27. The Strategy outlines a number of key issues relating to the rail station and surrounding area (which are described below under Transport Context). The Strategy also outlines a number of key objectives. Specifically, Objectives 6 to 8 (Improving the accessibility and attractiveness of town centre) state:

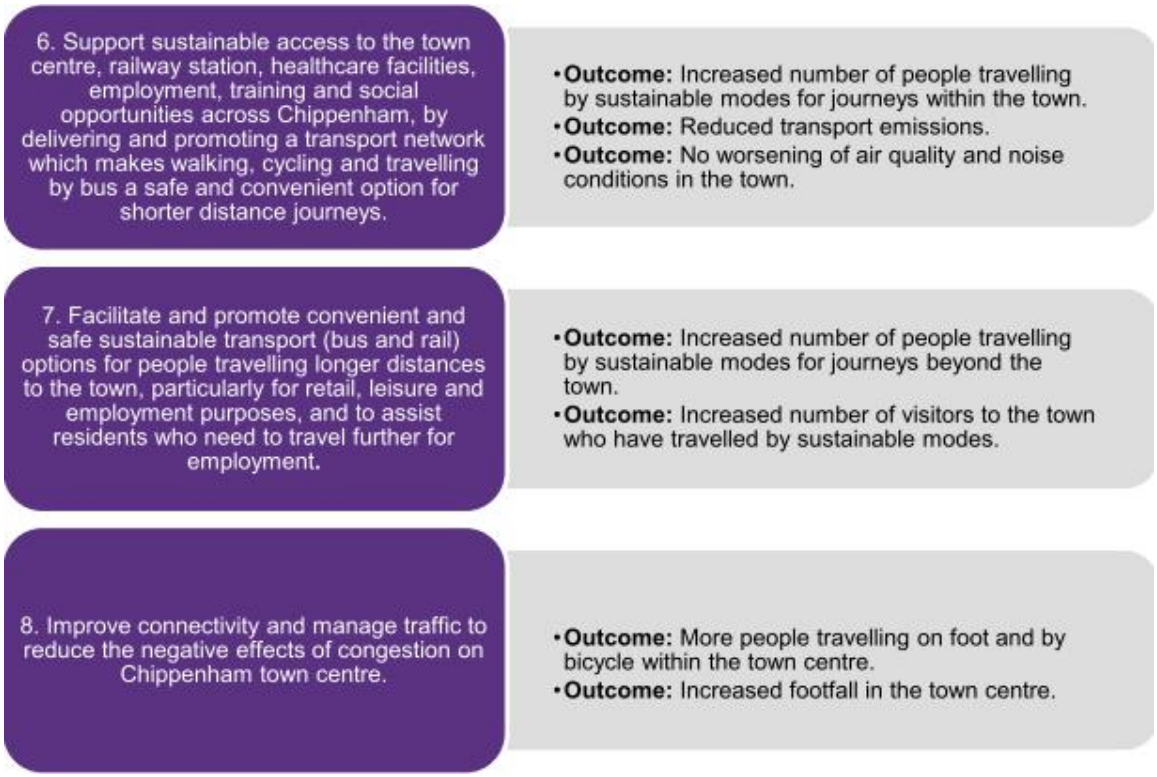
- Objective 6: Support sustainable access to the town centre, railway station, healthcare facilities, employment, training and social opportunities across Chippenham, by delivering and promoting a transport network which makes walking, cycling and travelling by bus a safe and convenient option for shorter distance journeys;
- Objective 7: Facilitate and promote convenient and safe sustainable transport (bus and rail) options for people travelling longer distances to the town, particularly for retail, leisure and employment purposes, and to assist residents who need to travel further for employment; and
- Objective 8: Improve connectivity and manage traffic to reduce the negative effects of congestion on Chippenham town centre.

2.3.28. To meet the above objectives, the following improvements are identified:

- PT05: Improvements to Chippenham station, including components from Station Travel Plan, bus/rail/cycle interchange, accessibility, security;
- H10: New Road / Station Hill Capacity Improvements; and
- H19: Chippenham railway station car park capacity enhancements and parking controls.

2.3.29. The outcomes for Objectives 6, 7, and 8 are highlighted in Figure 6.

Figure 6 – Outcomes of Objectives 6, 7 and 8 (*Source: Chippenham Transport Strategy Figure 3.4)*



CHIPPENHAM CENTRAL AREA MASTERPLAN DRAFT (MAY 2014)

2.3.30. The Chippenham Vision Partnership has produced a Masterplan for Chippenham which identifies the need for the town centre to adapt to changing economic influences and improve the attractiveness of its high street and town centre offer for residents, visitors and businesses. The Vision includes proposals for the station area. It identifies the need to enhance station facilities, to improve pedestrian and vehicle links between the north and south sides of the railway (which is seen locally as a potential barrier to economic growth within the town centre), and to improve pedestrian and cycle links between the station and the town centre.

2.3.31. With regards to travel and transport, the overarching aims of the Masterplan are to:

- Improve network resilience;
- Improve connectivity;
- Promote sustainable travel; and
- Ease pressures on the transport infrastructure.

2.3.32. As recognised by the Masterplan, the proposed development of the Chippenham rail station area would "achieve the required integration with the town centre (via Cocklebury and Langley Park), the surrounding highways and other transport infrastructure, as an economic gateway to the North Wiltshire Economic Area".

2.3.33. The Masterplan set out that such a development should deliver:

- **Net Additional office/commercial space**: High quality, sustainable space that meets modern requirements to take advantage of the new linkages across the railway;
- **Linkage**: More effective links with the Riverfront and Town Centre/High Street Area from the station, parking, college etc. through the removal of physical barriers, the enhancement of public realm and delivering active uses. This will need to include direct pedestrian car park access from the south of the railway and more direct pedestrian/cycle routes across the river to the High Street Area;
- **Parking & Servicing**: High quality, integrated parking to serve the range of uses of the site, support an effective multi-modal transport interchange/hub, and to supplement the current town centre parking shortfall. Parking and servicing provision will be easily accessible from the wider highways network and the town itself and of a quantum sufficient for maintaining the vitality and viability of the town centre. This

area will be an effective gateway between North Wiltshire, London, and the wider mainline rail network, making this an attractive location for business and supporting the economy of the area;
- **High Quality Design**: Respecting the sensitive and prominent location as a key gateway to Chippenham and Wiltshire; and
- **Stakeholder consultation**: Liaison with statutory bodies: such as Network Rail, BT, and with landowners as well as wider stakeholder groups.

WESTERN ROUTE STUDY (AUGUST 2015)

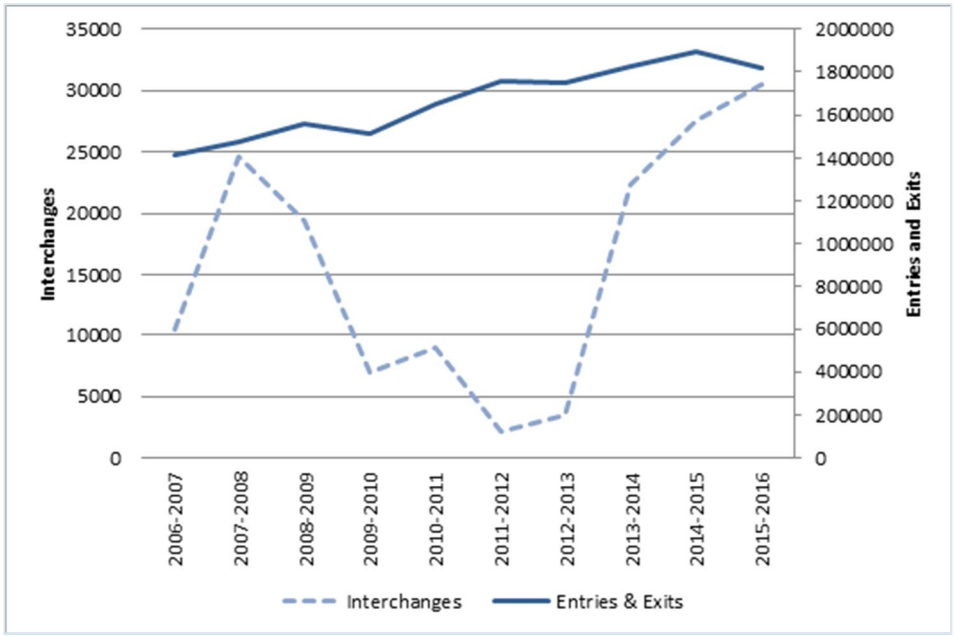
2.3.34. As part of their Long Term Planning Process, Network Rail produced their strategy to 2043 for the Western Route. The evidence base for the strategy draws upon recent significant passenger growth, identified network constraints and scheduled improvement works. Set alongside this evidence are the industry's and stakeholders' aspirations for the rail network, which together underpin the levels of forecast growth (4.3% per annum to 2023 and then 3.2% per annum to 2043) and prioritisation of investment set out in the strategy. Potential service enhancements and associated infrastructure requirements which will benefit Chippenham are identified, e.g. increased off-peak services and reduced journey times.

2.4 TRANSPORT CONTEXT

CHIPPENHAM RAIL STATION

2.4.1. Chippenham rail station is on the line between Swindon and Bath Spa and has an island platform served by eastbound and westbound services. The southern platform is disused. The station is operated by Great Western Railway, under the current Great Western franchise which is due to run until April 2020[1].

Figure 7 – ORR Station Usage Counts for Chippenham station



2.4.2. Station usage is approaching two million passengers a year and usage has grown by nearly 30% over the last decade (see Figure 7), broadly reflecting the national trend. The main flows to and from Chippenham are with Bath Spa, Bristol Temple Meads, Swindon and London. Other significant flows include Oxford, Cardiff, Trowbridge, Birmingham and Gatwick Airport[2]. In addition to the sustained growth in rail users travelling to and from Chippenham station there has been a significant increase in the number of passengers transferring

[1] DfT Rail Franchise Schedule (July 2017)

[2] GWR (June 2017) Great Western Railway: Chippenham Station Hub Phase 1 Outline Business Case

between services at the station, from around 2,000 in 2011/12 to over 30,000 in 2015/16. This is expected to continue to increase as changes continue to be introduced to the rail services in Wiltshire.

2.4.3. Demand is forecast to grow on the line and for the station as a result of the GWML Route Modernisation Programme which is delivering “the largest investment in our railway since the Victorian era” (GWR, June 2017), with major benefits for Chippenham station including:

- "New Intercity Express Trains providing up to 24% more seats on each train and improved customer experience including more tables, greater leg room and improved customer information systems;
- Typical journey times of 63 minutes between Paddington and Chippenham with fastest trains taking only 57 minutes;
- 74 trains per day between Paddington and Chippenham, an increase of 10 from today, with 3 trains per hour in peak hours;
- 16,000 additional seats each day on trains through the station, an increase of 46%; and
- Major station improvements at Paddington, Reading (completed in 2014), Didcot, Bath Spa and Bristol Temple Meads to reduce congestion and improve access, including through the installation of ticket gatelines at Chippenham itself."

2.4.4. In response to this, and recognising the effect of forecast local population growth (a further 4,500 homes are planned for Chippenham by 2026), GWR has developed proposals for 'Phase 1' of the station Hub scheme to deliver station and access improvements by early 2019. Further to the provision of gatelines, which are to be provided as a franchise commitment, the Phase 1 scheme will provide:

- A new booking hall with a new entrance onto the station frontage;
- Improved café facilities;
- A new lift for the public footbridge on the north side (providing step-free access across the railway line);
- Improvements to public realm on the south side, including surface treatments and wayfinding signage;
- Additional cycle parking and an 8 bay docking cycle hire station; and
- Potential for enhanced bus interchange within the station forecourt.

2.4.5. These Phase 1 works, which are now under construction, will support the delivery of a positive gateway experience for people arriving at Chippenham by train.

PUBLIC TRANSPORT INTERCHANGE AND ACTIVE MODES

2.4.6. The station area is served by a number of inter-urban bus routes, as well as routes connecting Chippenham to nearby villages. A total of 10 bus services are available from the station forecourt (Bus Stops A and B shown in Figure 8).

Figure 8 – Bus Stops at Chippenham station

2.4.7. Most routes call at both the railway station and the bus station in the town centre. The services include:

- 231/X31: Pewsham-Chippenham-Bath
- 234/X34: Chippenham-Frome
- 33: Chippenham-Calne-Devizes
- 55/55A: Chippenham-Calne-Swindon

2.4.8. The station also has a taxi rank, which utilises a former loading platform. However, the geometry of the area requires taxis to make a three-point turn before entering the rank.

2.4.9. For cyclists, parking is provided on both the north and south side of the station, with provision for over 100 bicycles. March 2017 data indicates that in a three hour morning period 19 cyclists carried their bikes across the station footbridge, to/from a platform or across the railway line.

STATION PARKING

2.4.10. The station currently has four car parks, with a total of 831 spaces. These are shown in Figure 9. Station Hill car park, to the west of Cocklebury Road car park provides a further 21 spaces, but is not intended for station users.

Figure 9 – Existing station car parks *(Source: Atkins, 2015)*[3]

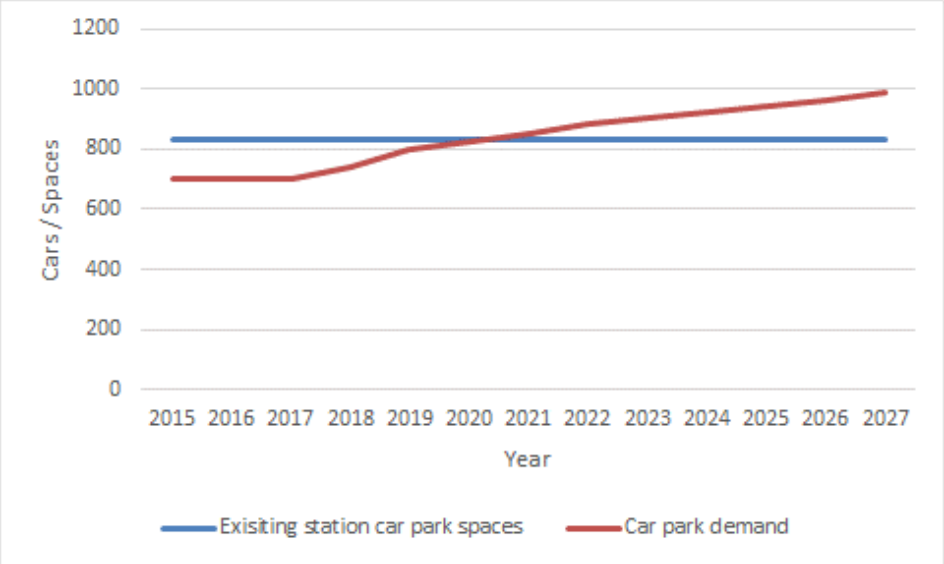
2.4.11. A two-week demand survey in June 2015 found that the car parks were busiest from Tuesday to Thursday, which is likely to reflect commuting patterns. Overall, across all four car parks, total demand was found to peak at over 700 cars or approximately 85% occupancy. (Around 95% occupancy is generally seen as the maximum desirable for this type of car park, to allow for day-to-day demand fluctuations, maintenance and similar variables).

2.4.12. Data provided by GWR suggests that there has been no material increase in the level of car parking since 2015. This is ascribed by GWR to the extensive amount of engineering work on the line over the last few years

[3] Atkins (March 2015) Chippenham Parking Study: Final Report, Atkins (June 2015) Additional Car Park Occupancy Surveys

which has deterred rail travel and the competitiveness of car costs compared with rail. This is anticipated to change with the completion of the major upgrades to the Great Western Main Line and the station works currently being implemented by GWR, along with the effect of the housing and employment growth in Chippenham. As illustrated in Figure 10 below, based on GWR's forecast station passenger growth rates, the station car parks will not be able to accommodate peak demand from around 2020 or 2021.

Figure 10 – Forecast peak station car parking demand



PUBLIC REALM

2.4.13. While the station benefits from the historic value of its Isambard Kingdom Brunel designed buildings, the dominance of surface car parking and the absence of clear visual clues for the direction of the town centre creates a low quality and non-legible environment for those arriving at Chippenham by rail. As identified[4], stations can support wider regeneration and enhance the perception of an area by considering the nature and design of the station and the area around it. Currently, Chippenham station and its local environs fail to deliver a positive gateway experience, nor effectively integrate with the surrounding area.

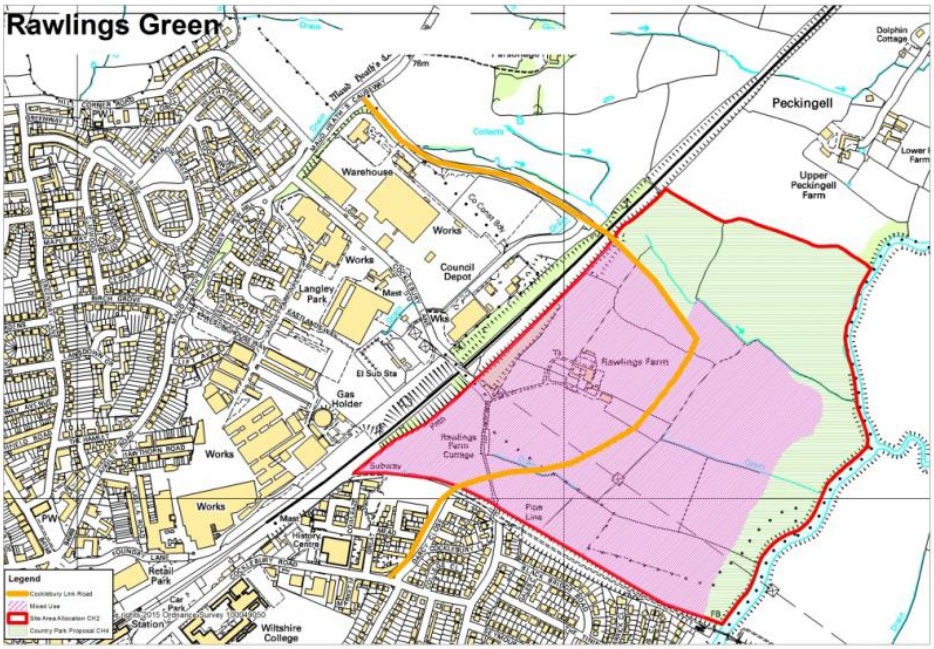
[4] Rail Delivery Group (2017) Regenerating Britain's railway stations: six case studies

Figure 11 – Historic (1856-8) station buildings

LOCAL HIGHWAY NETWORK

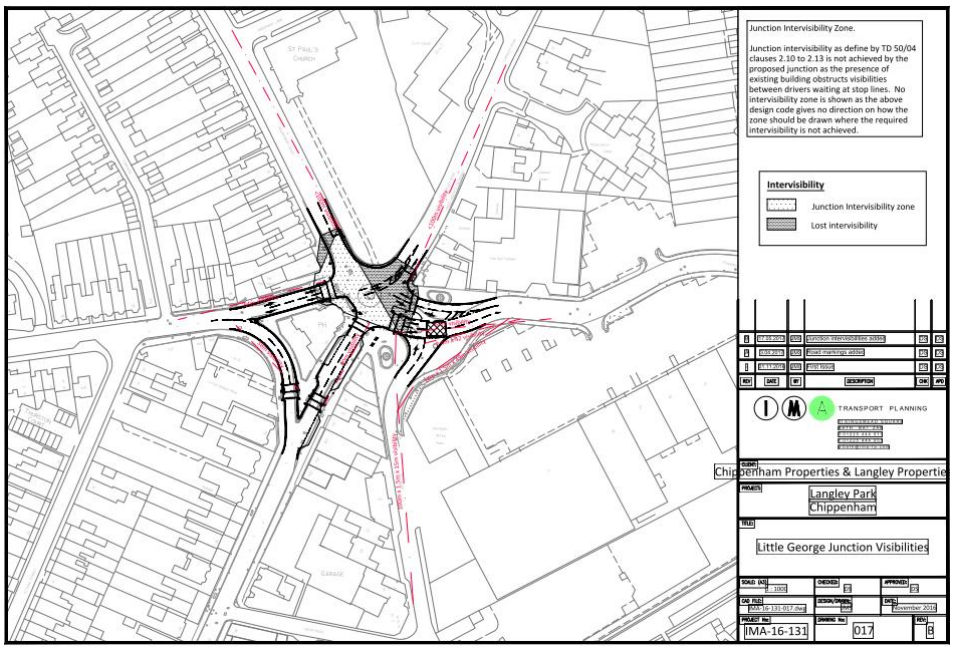
2.4.14. The local highway network in Chippenham is shaped and constrained by the river Avon, the railway line and the historic layout of the town centre. The A4 and A420, which pass to the west of Chippenham town centre, provide the main north-south route, passing under the railway line through railway arches. As a local single-carriageway road this creates a bottleneck during peak periods, along with New Road to the east, reinforcing the severance issue created by the railway line bisecting Chippenham east to west. Over the last five to ten years, traffic counts indicate traffic growth in Chippenham has been of the order of 15-25%.

Figure 12 – Cocklebury Link Road



2.4.15. Specific highway improvements have been identified as works required to deliver the strategic housing sites. The most significant of these is to serve Rawlings Green providing a link road from Parsonage Way to Darcy Close, including a connection over the railway line (shown in orange in the figure above). There are also proposed highway improvements for the Little George Roundabout, just to the north of the station, as part of the Langley Park development.

Figure 13 – Little George Roundabout proposed design



2.5 LOCAL DEVELOPMENT CONTEXT

2.5.1. Given the bisecting of the town by the railway line, the station, by facing both north and south, offers a significant opportunity to strengthen the integration of the areas to the north of the railway line and to the south. The station has therefore been identified as pivotal to major regeneration plans, including land and derelict buildings at Langley Park to the northeast of the station, the potential extension to and refurbishment of the Hathaway Retail Park on the northern side of the station, redevelopment of the former Wiltshire College to the south-east of the station, and redevelopment of office and retail units around the station.

2.5.2. Figure 14 illustrates the wider opportunities for Chippenham which redevelopment of the station can support, as well as the constraints imposed by the conservation area designation and flood zone.

Figure 14 – Masterplan Opportunities and Constraints

LOCAL DEVELOPMENT PROPOSALS

2.5.3. There are a number of significant local development proposals in the vicinity of Chippenham station and in the wider Chippenham area. These are all expected to contribute to increased station demand.

LANGLEY PARK

2.5.4. The Langley Park proposed development is situated to the north east of the railway line and Chippenham station. A site of 48 acres, the intention is to redevelop around 19 acres of existing industrial use for residential use (around 400 homes), with associated services. The proximity of the site to the station is expected to mean increased pedestrian/cycle and vehicle traffic to the station, and increased pedestrian/cycle traffic wishing to cross the railway line to access the town centre to the south.

2.5.5. The plans for the re-development include highway improvements at the Little George Roundabout and a 'green' pedestrian and cycle corridor towards the station (PC06 in the Draft Chippenham Transport Strategy), with the potential to link with the improved station urban realm and cycle/foot bridge to provide a continuous attractive route to the station and town centre.

HATHAWAY RETAIL PARK

2.5.6. Hathaway Retail Park is situated to the north of the station adjacent to the northern station car park. The retail park comprises ten units including Tesco Express, Halfords and Benson Beds. Its 400 space car park historically was used by station users and others not visiting the retail park leading to the introduction of Automatic Number Plate Recognition to address this.

FORMER WILTSHIRE COLLEGE SITE

2.5.7. The site of the former Wiltshire College is proposed for redevelopment. A planning application has been submitted for a residential retirement living development providing 137 apartments and 37 duplexes, with access on Sadlers Mead road. Proximity to the station (and station bus stops and taxi rank), with appropriate high quality walking links will support active living by residents through enabling them to use the station to access local and regional centres and provide connectivity for visitors to the development.

RAWLINGS GREEN

Figure 15 – Proposed Rawlings Green Development

2.5.8. Rawlings Green to the east of the station is a proposed major 50 hectare development to extend Chippenham along the railway line. 650 dwellings and five hectares of employment land are proposed and as part of the development a highway bridge over the railway line connecting with Parsonage Way will be constructed

(currently expected to be in 2018). The phased development and occupation of the dwellings is tied to the construction of the highway link.

2.5.9. The new bridge would include provision for a cycleway (PC12 as identified in the Draft Chippenham Transport Strategy), which would provide a direct link to Langley Park employment and service opportunities. Across the whole development it is proposed to provide cycle and pedestrian routes which link with the networks which adjoin the site, including National Cycle Route 403. These will provide good permeability and connectivity between Rawlings Green and the station, and on to the town centre.

NORTH CHIPPENHAM

2.5.10. A mixed-use development delivering up to 750 homes, community centre, new primary school and 2.7 hectares of employment land is proposed for North Chippenham between the A350 and B4069. To the east of the site is Langley Park. As part of the development a new road will be constructed linking Malmesbury Road (A350) and Maud Heath Causeway (B4069) and a network of cycleways and pedestrian routes are proposed.

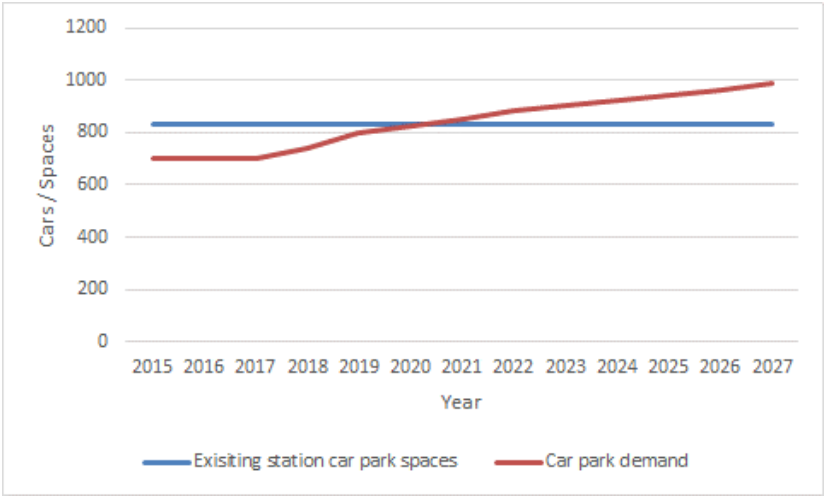
ROWDEN PARK & HUNTERS MOON

2.5.11. In south-west Chippenham Rowden Park has been identified for a major 125 acre mixed use development including 1,400 homes, a primary school, local centre and public space. The development will extend the urban area of Chippenham and is being planned alongside an employment site at Showell Farm. It is anticipated that the local bus network will serve the development, providing connectivity with the town centre and station. In the same area, at Hunters Moon, a further 450 homes and 2.3 hectares of employment land are planned.

2.6 IMPACT OF NOT CHANGING

2.6.1. In the absence of redeveloping Chippenham station the wider benefits of investment in local developments as envisaged in the Masterplan will not be fully realised and the currently identified problems for the station and its environs will worsen, with implications for the achievement of Chippenham's housing and economic growth policies. Additionally, benefits derived from the major investment in the GWML Modernisation Programme will be constrained without the introduction of the station Hub proposals. As set out above, the Programme will deliver increased capacity, faster journeys and improvements to a number of stations along the route, leading to forecast significantly increased rail passenger demand (around 40% by 2029).

2.6.2. The Chippenham Transport Strategy identifies, based on the June 2015 car park surveys, that "the demand growth threshold for existing station parking to be regularly over capacity would be approximately 18%. This means that should the forecast increase in patronage be realised there will be significant pressure on the capacity of the existing railway station car park. In the future this could result in railway station users choosing to park in nearby residential streets or not travelling by rail for longer distance journeys. Efforts to increase access to the station by sustainable modes of travel could mitigate this impact, however it is likely the car will remain a convenient option for a number of people travelling to the station." As illustrated in Figure 10 (and reproduced to the right), during periods of peak demand it is forecast that there will be insufficient station car parking capacity within the next three years or so. (If demand growth is one-third lower than forecast the parking capacity will be exceeded in 2023. If it is half the forecast growth rate capacity will be exceeded in 2027, confirming the need for change.)



2.6.3. Neighbouring residential streets already experience parking by station users and ensuring station users park in the station car parks will address this and contribute to the wider parking strategy to support the vitality of the town centre by providing short term parking near to it, with longer term parking within the Masterplan area. Without the redevelopment of the station to support the significant residential and employment developments

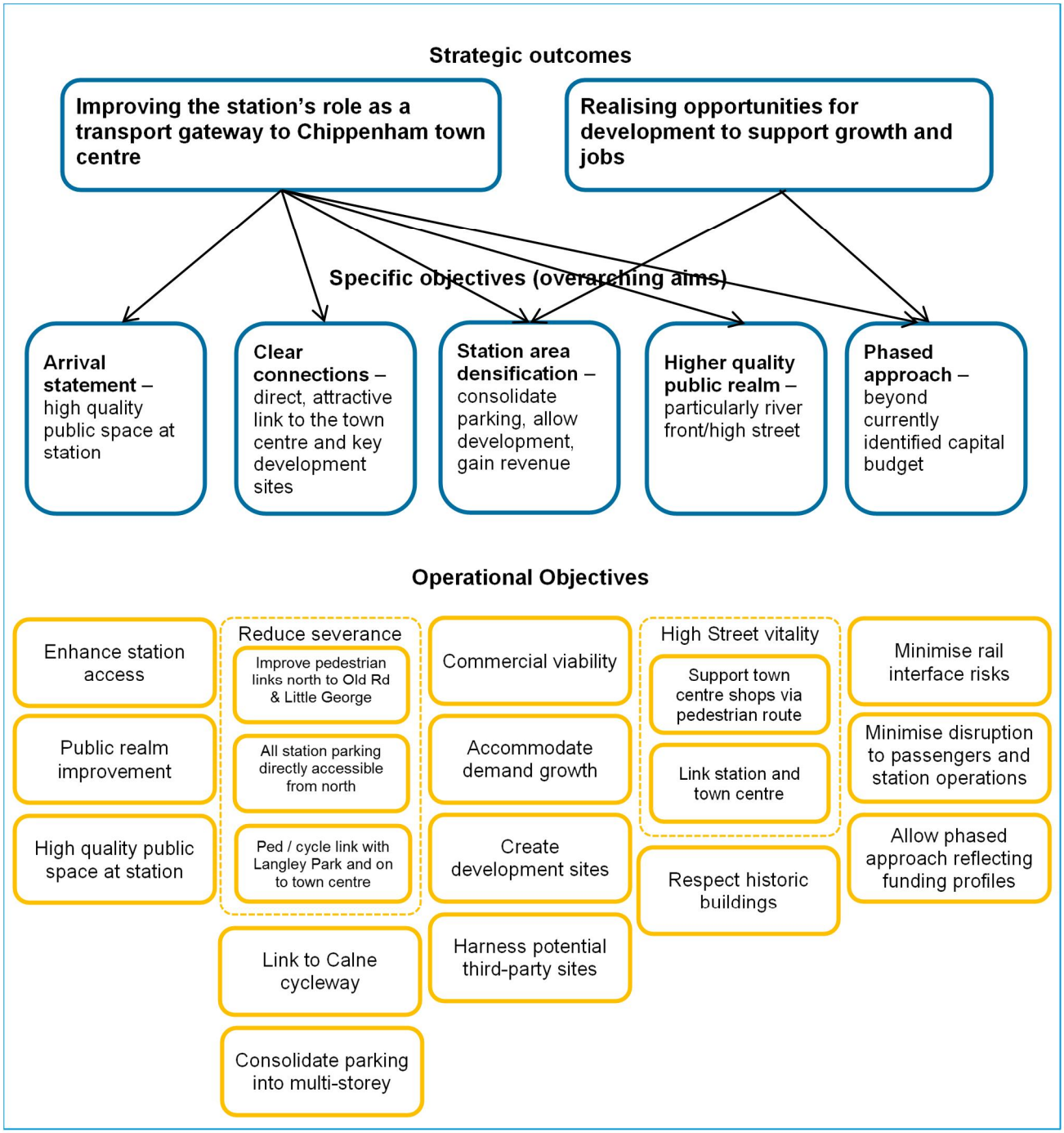
immediately around the station and for the wider Chippenham area it is anticipated that station car parking demand will outgrow supply, leading to increased local traffic congestion due to higher levels of traffic and the circulation of traffic seeking a parking space in the multiple car parks north and south of the station. While highway improvements are planned elsewhere on the local network, without addressing the very local issues around the station there will be increased congestion, decreased convenience and a worsening in the quality of the experience travelling to and from the station and the town centre. This will deter investment in the local area and may encourage existing businesses to relocate away from Chippenham.

2.6.4. Maintaining the status quo will also not address the existing severance issues created by the railway line and the constrained north-south highway routes through the railway arches, nor the connectivity issues between the station and Langley Park to the north and towards Monkton Park and the town centre.

2.7 OBJECTIVES

2.7.1. Aligned with the issues identified and reflecting the context for considering the potential for redeveloping Chippenham station, project-specific objectives were agreed by the stakeholder group. Figure 16 shows these objectives, how they flow from the desired strategic outcomes (the aims and ambitions for the area), and how these translate into operational objectives (the desirable outputs which are necessary for the project-specific objectives to be achieved).

Figure 16 – Objectives and the linkages between them



HOW THE OBJECTIVES ACCORD WITH THE STRATEGIC AIMS

2.7.2. The key strategic aims identified by policy, as detailed in Section 2.3 of this Chapter, can be summarised as follows:

- Enable growth;
- Support and invest in business;
- Improve infrastructure;
- Promote access to sustainable transport; and
- Improve quality of life.

2.7.3. Table 1 shows how the Specific Development Objectives align with the Strategic Policy Aims identified in Section 2.3.

Table 1 – Alignment of Specific (Development) Objectives to Strategic (Policy) Aims

Strategic (Policy Aims) Specific (Development) objectives	Enable Growth	Support and Invest in Business	Improve Infrastructure	Promote Access to Sustainable Transport	Improve Quality of Life
Arrival statement – high quality public space at station	Upgrade of area will encourage future investment and growth	Upgrade of area will increase attractiveness to new businesses	Improvements will complement existing infrastructure	Encourage people to want to use the rail station	High quality public space offers a sense of place and identity
Clear connections – direct, attractive link to the town centre and key development sites	Improved connectivity between rail station and town centre will encourage development	Enhanced connectivity would encourage people to work in Chippenham	New key links between the rail station and town centre	Promote walking and cycling between rail station and town centre and surrounding areas	Ease of travel and improved travel time
Station area densification – consolidate parking, allow development, gain revenue	Consolidation of parking will unlock land for development	New offering of business / commercial space	Improved and better managed parking facilities	Rail station will become more accessible and attractive	Better access
Higher quality public realm – particularly river front / high street	Uplift of wider area will further attract new investment and growth	Enhancement of existing routes will increase attractiveness for local and new businesses	Meets policy aim of improving infrastructure for local residents and visitors	Rail station will become more accessible and attractive	Ease of travel and improved travel time
Phased approach – beyond current identified capital budget	Potential to unlock further future development	Attract business over longer term	Further enhancements could be implemented as part of ongoing programme / wider developments	Continued enhancement of local infrastructure	Commitment to improve quality of life for local residents and visitors over longer term

2.8 MEASURES FOR SUCCESS

2.8.1. The evaluation of the scheme's success in delivering the objectives set for it will be assessed on the basis of the achievement of outputs in relation to:

- Provision of additional station car parking;
- Provision of high quality residential and commercial developments (including affordable housing);
- Support for local employment;
- Increase in land value; and
- Sustainable travel with no net significant worsening of highway conditions.

2.8.2. The quantification of the measures will be confirmed as part of the monitoring and evaluation exercise and following the confirmation of the approved planning application conditions for the scheme.

2.9 SCOPE

2.9.1. Based on the framework established by the consideration of policy, issues, opportunities and the determined project objectives, the scope of the Chippenham station Hub scheme has been developed. It is:

- Consolidated station parking, which will unlock land for development;
- Increased station parking to accommodate forecast demand growth;
- Infrastructure improvements to Chippenham railway station, which seek to respond and adapt to the area's changing economic conditions and to make it more attractive to residents, visitors and businesses;
- New commercial space, which will enhance the area from an economic perspective, creating new jobs and infrastructure, which in turn would act to attract further businesses to the area;
- New residential space, which will contribute to the economic and social sustainability of the local area and support the local authority housing targets;
- Enhanced connectivity between the rail station and the riverside, Langley Park, Monkton Park facilities, the former Wiltshire College and the town centre; and
- High quality public realm and station accessibility.

2.9.2. The scheme will be a catalyst for the wider regeneration of Chippenham, acting as a 'gateway' to the town centre.

2.10 CONSTRAINTS

2.10.1. Table 2 summarises the constraints on the scheme and the extent to which they can be overcome.

Table 2 – Relevant constraints for Chippenham station Hub development

Category	Constraint	Significance
Physical	Site area limited by adjacent developments	High
	Presence of listed and historic buildings	Low
	Hilly terrain, including steep incline between river and station level	High
	Awkward plot shapes	Medium
	Presence of operational railway line	High
	Position of Cocklebury Road adjacent to the station, as the only route from eastern development sites to the town centre	Medium
	Need to keep car parking available during construction phase	Low
	Limit on allowable development density and height due to town character	Medium
	Site within conservation areas	Low
	Need to achieve minimum requirement for car parking for residential development	Medium
Legal	Station change procedures	Low
	Use of highway and development under highway	Medium
	Delivery options requiring CPO if not voluntary	Medium
Institutional	Need to keep railway and station operational	Low
	Stakeholder acceptability	High
	Multiple land ownership	Medium
	Need to retain bus and taxi access to station	Low
	Available funding	High

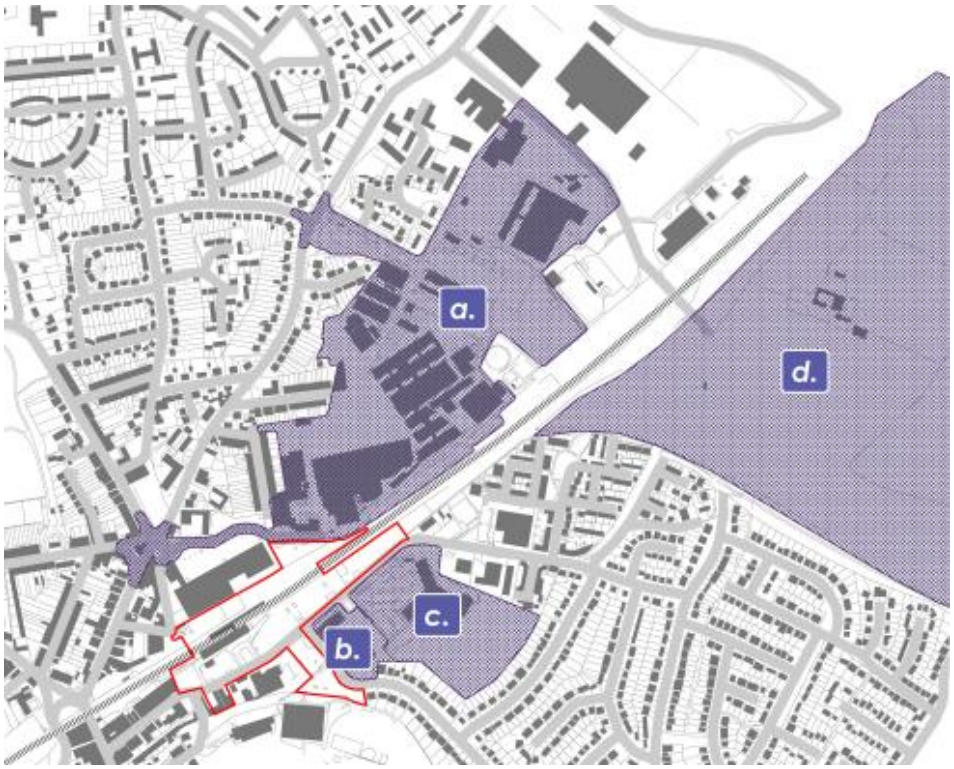
	Need for development to be financially viable and publicly acceptable	High

2.11 INTER-DEPENDENCIES

2.11.1. The project has no dependencies on other schemes, namely, it can be developed, costed and built in isolation (recognising that GWR's Phase 1 station works commenced in October 2017). However, there are several schemes where coordination will be beneficial to secure synergies and/or to coordinate impacts on and from pedestrian and vehicle movements:

- Great Western Main Line Route Modernisation Programme;
- Langley Park development (a in Figure 17 below)
- Former Wiltshire college site (b);
- Redevelopment of Wiltshire College Campus (c); and
- Rawlings Green (d).

Figure 17 – Development of adjacent sites



2.11.2. Figure 18 below illustrates the location of the Little George Roundabout (1), which will be improved as part of the Langley Park development and the new bridge over the railway line (2) which will be delivered as part of the Rawlings Green Development. (The solid brown lines indicate existing vehicular access and the dashed lines indicate public rights of ways).

2.11.3. In addition to these related projects, there are the following dependencies on other factors:

- Securing match-funding;
- Securing LEP funding approval;
- Securing planning permission; and
- Network Rail's delivery mechanisms.

2.11.4. These are being addressed through the approaches described in the Management Case.

Figure 18 – Transport and access synergies

2.12 STAKEHOLDERS

2.12.1. The key stakeholders for the project have been brought together by Wiltshire Council into a Project Steering Group (Chippenham Hub Steering Group). The Group is tasked with directing and delivering the project. The Group comprises:

- Swindon and Wiltshire LEP;
- Wiltshire Council;
- Network Rail (as landowners); and
- Great Western Railway (as station operator).

2.12.2. In addition to these key stakeholders, wider stakeholders include neighbouring land owners and developers, potential developers, local Council Members, station users and the general public. As described in the Management Case, a stakeholder management process has been implemented as part of the management of the project and to support the development of the planning application process. This addresses wider stakeholder interests and public engagement.

2.13 SCHEME OPTION DEVELOPMENT

OPTION DEVELOPMENT

2.13.1. Since the SOBC, further development of the preferred Masterplan options has been undertaken, which has produced a revised preferred option. At the time of the SOBC, Options 7 and 8 were the preferred options. These had been identified through an initial sifting stage for each element of the scheme and a subsequent assessment of nine 'whole scheme' options. The Option Assessment Report (July 2016) documents the option development process for the SOBC.

PREFERRED OPTION

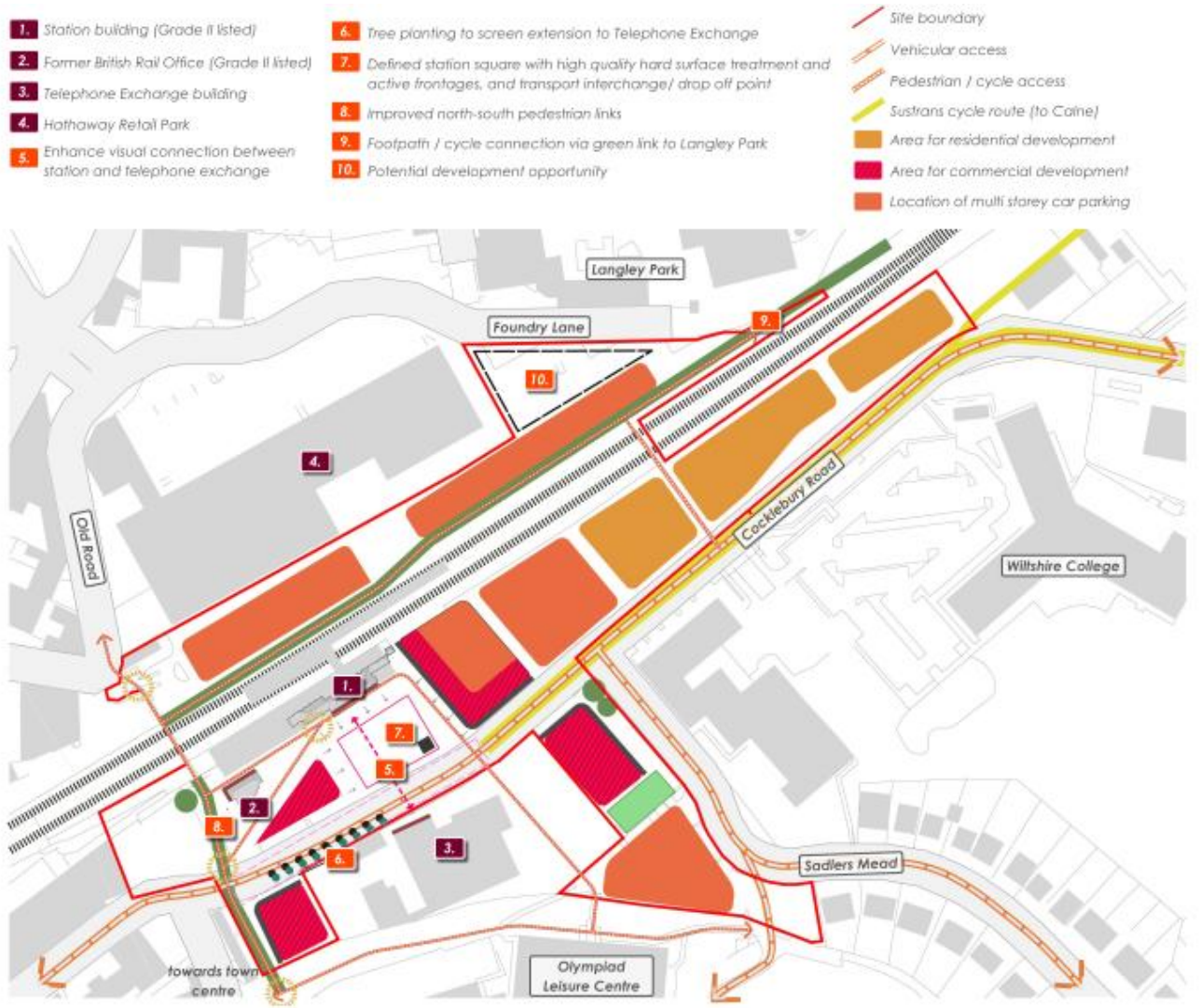
2.13.2. Soft market testing by GVA Bilfinger of Options 7 and 8 indicated the non-viability of these Masterplan options. It was concluded that the proposed residential element provided too many apartments and that the revised option should include up to a maximum of 150 residential units, as opposed to the 280 apartments in both options 7 and 8.

2.13.3. The commercial element in the two options consisted of office and retail space. Again, both options were considered to provide office floor space that exceeded the demand and was therefore too costly compared to expected revenue in this location. The soft market testing also showed that there is already a relatively good retail take-up in the area and similarly to the office space, meant that there was an oversupply provided by the options, as with the residential element. Both options 7 and 8 also proposed basement car parking. This was considered too expensive in terms of build costs compared to revenue and therefore is not included in the revised preferred Masterplan option.

2.13.4. The revised preferred Masterplan option is shown below. In summary, it provides for:

- 102 homes;
- 5,450 sqm of commercial floor space; and
- 1,594 parking spaces.

Figure 19 – Indicative Concept Masterplan



2.13.5. As described in the Commercial Case, a phased delivery of the Masterplan has been developed. This approach will help to manage the impacts of each phase and allow for flexibility to adapt to changes in the surrounding area as the scheme is built. This will also help to align with the development of key infrastructure such as the Rawlings Green railway bridge, which will alleviate traffic congestion along Cocklebury Road, and the highways improvements linked to the Langley Park development.

2.13.6. Further work will be required to develop the designs in more detail and to respond to the ongoing stakeholder and public engagement. To date, as part of the pre-planning application process discussions have been held with Wiltshire Council (as the Local Planning Authority) with the issues raised shaping the refinement of the current Masterplan option. The in-scope land owners have also been engaged to discuss opportunities to maximise the potential for the Masterplan and ensure the proposals will deliver the required quality and functionality. A public consultation event took place on 22 November. (Appendix A contains the public consultation material presented.)

2.14 SUMMARY

2.14.1. The preferred option aligns with the main policy themes, which can be summarised as:

- Driving sustainable economic growth in Wiltshire and particularly in town centres, to secure new local jobs and business growth through high impact investments;
- Sustainable development schemes that mitigate adverse environmental impacts;
- Improving connectivity and accessibility for the new development sites adjacent to Chippenham station; and
- Establishing Chippenham station as a gateway to the local area.

2.14.2. Within this policy context the preferred option has been developed to:

- Consolidate surface car parking to meet future station car parking capacity needs and release land for housing and commercial development, which will support local economic vitality;
- Increase the provision of station car parking to the north of the station to reduce the need for local traffic to use the north-south routes through the railway arches;
- Provide high quality commercial and residential floor space;
- Provide a pedestrian and cyclist corridor from the proposed Langley Park development to the station, linking on to the town centre, also representing an opportunity to provide an alternative north-south foot/cycle bridge, reducing the severance caused by the railway;
- Improve the public realm in the station area, acting as an attractive 'Gateway' to Chippenham;
- Improve the legibility of the local area and increase the perception of the station as part of the town centre;
- Use the east-west corridor to the south of the railway to complete the off-road cycle route to/from Calne, linking it to the station;
- Respect and enhance the setting of historic and listed buildings around the station area.

2.14.3. In addition to these benefits the Masterplan proposals will enhance the area and attract further investment. The quantification and assessment of these benefits is considered in the Economic Case.

3 ECONOMIC CASE

3.1 INTRODUCTION

3.1.1. The Economic Case identifies and assesses the preferred option against the objectives of the Strategic Case. It identifies the impacts of the preferred option, and establishes the value for money for the purposes of securing funding for the Chippenham Station Hub scheme and justifying the use of taxpayers' money in an efficient manner.

3.1.2. As required by the SWLEP Assurance Framework (March 2015), this chapter has been developed to follow HM Treasury's 'Green Book' and the relevant guidance from the Department for Transport (WebTAG).

3.2 OPTIONS APPRAISED

3.2.1. As set out in the Strategic Case the preferred option has evolved from extensive option development and assessment, including soft market testing and engagement with the local planning authority and land owners. The option consolidates the existing surface car parking sites into a number of multi-storey car parks to provide increased capacity. This allows for the opportunity to develop the remaining surface car park land into a mix of commercial and residential property. The preferred option also introduces improvements to the connectivity, accessibility, and public urban realm within the vicinity of Chippenham Station. This further equips Chippenham station to truly serve as a transport gateway.

3.3 ASSUMPTIONS

3.3.1. The economic appraisal has been undertaken in line with the following guidance and has made use of the most up to date parameters:

- HM Treasury's The Green Book;
- DCLG (2016) The DCLG Appraisal Guide;
- The Home and Communities Agency (HCA) Additionality guide (2014); and
- DfT WebTAG for transport related benefits, July 2017 update.

3.3.2. The main appraisal assumptions are set out in in Table 3.

Table 3 – Economic Appraisal Assumptions

Criteria	Assumption	Source
Discount Rate	3.5% 0-30 years 3.0% 31-75 years	HMT's Green Book
Opening Year	2022	Current assumption for completion of transport elements
Base Year	2010	DfT Base Year
Appraisal Years	60 Years	HMT's Green Book
Rail user growth	5.8% - 2017 to 2018 7.7% - 2018 to 2019 3.4% annually - 2019 to 2023 2.3% annually - 2023 to 2038 Capped thereafter	Based on GWR Phase 1 OBC - (2018) 3.4% underlying and 2.4% from Phase 1 impact (2019) 3.4% underlying, 4% due to GWML modernisation and 0.3% from Phase 1 impact Underlying growth assumptions from NR's Western Route Study
Non-rail-user growth	18% cumulative growth from 2014-2026 (equivalent to 1.5% annually)	Chippenham Parking Study
Value of time (2010)	Rail users - Business: 29.18£/hr	WebTag July 2017 update

	Rail users - Commute: 9.95 £/hr Rail users - Other: 4.54 £/hr	
Capital expenditure	33% in 2019 53% in 2020 14% in 2021	Project programme
Optimism bias	44%	Supplementary Green Book Guidance, for standard civil building

3.4 TRANSPORT BENEFITS

3.4.1. The investment in transport infrastructure, notably the car parks, footbridge and urban realm is expected to provide direct benefits for transport users, and indirect social benefits. These have been assessed consistent with DfT WebTAG. The benefits are assessed as the incremental effect compared with the Do Minimum in which the investment in transport infrastructure is not made.

3.4.2. The transport benefits quantified are:

- Rail fare box revenue;
- Revenue benefits from increase car park demand;
- Pedestrian walk time saving from the new footbridge over the railway line;
- Station facility enhancements;
- Public realm; and
- Non-user benefits including road decongestion, noise, greenhouse gas, accident saving.

RAIL FARE REVENUE

3.4.3. Rail fare revenue is forecast for new car park users due to the increase in car park capacity after the introduction of the multi-storey car parks. The average value of ticket yield per trip is assumed to be £10.75 in 2017 prices. This is the yield identified by GWR in their OBC for the Phase 1 Station Hub works. The annual 2-way journey frequency is based on a period covering 5 days per week for a total of 48 weeks. The car occupancy rate is 1.2 persons per vehicles based on DfT's 2016 table NTS0906 Car occupancy for business/commute cars.

3.4.4. The 60-year rail fare benefit is shown below.

Table 4 – Forecast Rail Fare Revenue

	Preferred Option
Rail Fare benefit (£m PV 2010)	45.8

CAR PARK REVENUE

3.4.5. The increase in car park capacity (from 831 to 1266) will enable the forecast growth in station users arriving by car to be accommodated. These additional car park users will pay the car parking charge. The estimate of this incremental revenue assumes the current average car park ticket price of £7.10 per weekday, based on the weekly price of the surface car parks managed by APCOA on behalf of GWR at Chippenham Station.

3.4.6. The 60 year-revenue benefits from the increased car park demand is shown below.

Table 5 – Car Park Revenue Benefits

	Preferred Option
Car Park Revenue (£m PV 2010)	12.8

PEDESTRIAN WALK TIME SAVINGS

3.4.7. The construction of the new footbridge to the east of the station will address the current severance caused by the railway line. It will provide a walk time saving of about one minute for pedestrians walking to and from the town centre to and from the north-east of the station, notably Langley Park. The footbridge will save the distance required to walk to reach a bridge over the railway line using the longer leg of Foundry Lane. It is assumed that rail users will continue to access the station directly using either the north or south entrances.

3.4.8. The 60-year journey time saving benefit is shown below.

Table 6 – Pedestrian Walk Time Saving Benefits

	Preferred Option
Walk Journey Time Savings (£m PV 2010)	1.2

STATION FACILITY IMPROVEMENT

3.4.9. Facility benefits gained from provisions such as new CCTV and good lighting in the new multi-storey car parks have been calculated using PDFH 5.1's willingness to pay value in pence per trip, from new and existing station car park users. The assumptions used are shown in the table below.

Table 7 – Station Facility Benefits Assumptions

	Preferred Option
CCTV from no CCTV	86 p/day of parking
Good lighting	39 p/day
Weighting Factor	0.2
Total Facility Benefits per pass	25 p/day of parking
Total Facility Benefits per pass – new users	12.5 p/day of parking

3.4.10. The 60-year benefits are shown in Table 8 below.

Table 8 – Station Facility Improvement Benefits

	Preferred Option
Station Facility Improvement (£m PV 2010)	4.4

PUBLIC REALM IMPROVEMENTS

3.4.11. The approach used for measuring the improvement in urban realm and quality of life is based on Transport for London's 'Valuing Urban Realm Toolkit (VURT) 2016' user guide. The approach is based on Willingness to Pay valuations and uses the Pedestrian Environment Review System (PERS) as an input to quantify the quality of existing streetscape environment and the improved streetscape arising from the implementation of urban realm improvements.

3.4.12. The user benefits gained (which will complement the GWR station improvements currently under construction) are the result of assuming the following treatments to Station Square, the footways on Station House, Cocklebury Road and Foundry Lane:

- Improving dropped kerbs and tactile paving to standards;
- Adding signage and maps to improve the legibility and navigability of the area;
- Introducing trees on Station Square as a replacement to the existing vegetation;
- Paving and general improvements to the footways by Station Hill which would then be in an appropriate condition to serve as an enhanced pedestrian link with the town centre;

- Reviewing and upgrading lighting on Foundry Lane; and
- Additional wayfinding improvements to the nearby roads, e.g. Sadlers Mead, Station Hill, Monkton Hill, New Road and Monkton Park.

3.4.13. The estimated public realm benefits of the preferred option for a 60 year period are shown in Table 9.

Table 9 – Public Realm Benefits

	Preferred Option
Public Realm Benefits (£m PV 2010)	1.0

NON-USER BENEFITS

3.4.14. The provision of increased car park capacity to accommodate forecast rail demand growth will attract station users who currently drive to their destinations. This leads to secondary non-user benefits for those who continue to drive and benefits to the environment and society from a reduction in car-kilometres driven.

3.4.15. Based on DfT's value for Marginal External Costs (MECs), the value of these non-user benefits was derived. The results are shown in Table 10 below. DfT's assumption of 26% diversion factor was used and an assumed average trip distance of 39.4 miles, as calculated by GWR for its business case analysis of the benefits of the station improvement works.

Table 10 – Non-User Benefits

	Preferred Option
Road decongestion (£m PV 2010)	7.0
Non user benefits - noise, air quality, greenhouse gases, accident benefits and others (£m)	1.8

3.4.16. The effect on the local highway network around the station due to additional car trips attracted by the increased car park capacity at the station is assumed to be broadly neutral. This is due to the redistribution of car parking spaces north and south of the railway line and the committed local highway investment (described in 2.4.14) designed to accommodate future traffic growth. This is consistent with the sustainable travel measure of success for the project which is for "no net worsening of highway conditions".

3.5 TRANSPORT SCHEME COSTS

Table 11 – Initial Capital Cost Estimate

Item	Cost (£m 2017)
Car Parking – construction cost	17.65
Urban realm improvements	1.00
Pedestrian / Cycle footbridge	1.00
Indirect construction costs – Preliminaries (25%)	4.91
Indirect construction costs – Overheads (7.5%)	1.99
Total Base Construction Cost	***26.55***
Employer Indirect Costs (30%)	7.97
Point Estimate	***34.52***
Risk @30%	10.36
Total Capital Estimate	**44.88**

3.5.1. An initial capital cost estimate for the Masterplan proposals has been produced based upon standard industry unit rates and the quantum of development proposed. Table 11 presents the cost breakdown for the transport related elements which generate the benefits set out in the previous section.

3.5.2. An annual allowance of 1% of the capital cost has been assumed for operations, maintenance and refurbishment.

3.6 APPRAISAL RESULTS

3.6.1. The results for transport economic appraisal consistent with DfT's WebTAG are shown in Table 12 for the Preferred Option.

3.6.2. It is assumed that revenue generated through the incremental rail fares and car park charges is returned to the rail industry through the Great Western franchise process. For the purpose of the appraisal 75% revenue transfer has been assumed as the scheme will be delivered during the life of the next franchise and the eventually contracted amount will be dependent on the delivery mechanisms used. Indirect tax impacts arise from the reduction in fuel consumption for highway trips due to the transfer of users to rail and their expenditure on rail fares, which are not taxed.

Table 12 – TEE, PA and AMCB Tables for Preferred Option

Economic Efficiency of the Transport System (TEE) - Chippenham Station Hub

Non-business: Commuting	ALL MODES		ROAD	BUS and COACH	RAIL	OTHER
User benefits	TOTAL		Private Cars and LGVs	Passengers	Passengers	
Travel time	1,079,835		635,408			444,428
Vehicle operating costs						
User charges						
During Construction & Maintenance						
NET NON-BUSINESS BENEFITS: COMMUTING	1,079,835	(1a)	635,408			444,428

Non-business: Other	ALL MODES		ROAD	BUS and COACH	RAIL	OTHER
User benefits	TOTAL		Private Cars and LGVs	Passengers	Passengers	
Travel time	3,505,748		2,708,843			796,905
Vehicle operating costs						
User charges						
During Construction & Maintenance						
NET NON-BUSINESS BENEFITS: OTHER	3,505,748	(1b)	2,708,843			796,905

Business			Goods Vehicles	Business Cars & LGVs	Passengers	Freight	Passengers	
User benefits								
Travel time	3,622,938			3,622,938				
Vehicle operating costs								
User charges								
During Construction & Maintenance								
Subtotal	3,622,938	(2)		3,622,938				
Private sector provider impacts						Freight	Passengers	
Revenue	14,661,702						11,454,801	3,206,901
Operating costs								
Investment costs								
Grant/subsidy								
Subtotal	14,661,702	(3)					11,454,801	3,206,901
Other business impacts								
Developer contributions		(4)						
NET BUSINESS IMPACT	18,284,640	(5) = (2) + (3) + (4)						

TOTAL		
Present Value of Transport Economic Efficiency Benefits	22,870,224	(6) = (1a) + (1b) + (5)

Notes: Benefits appear as positive numbers, while costs appear as negative numbers.
All entries are discounted present values, in 2010 prices and values

Public Accounts (PA) Table

	ALL MODES		ROAD INFRASTRUCTURE	BUS and COACH	RAIL	OTHER
Local Government Funding	**TOTAL**					
Revenue						
Operating Costs						
Investment Costs						
Developer and Other Contributions						
Grant/Subsidy Payments						
NET IMPACT		*(7)*				
Central Government Funding: Transport						
Revenue	-43,985,106				- 34,364,404	- 9,620,702
Operating costs	4,636,633				4,636,633	
Investment Costs	49,129,701				49,129,701	
Developer and Other Contributions						
Grant/Subsidy Payments						
NET IMPACT	9,781,229	*(8)*			19,401,930	- 9,620,702
Central Government Funding: Non-Transport						
Indirect Tax Revenues	5,572,443	*(9)*	1,768,294		3,804,149	
TOTALS						
Broad Transport Budget	9,781,229	*(10) = (7) + (8)*				
Wider Public Finances	5,572,443	*(11) = (9)*				

Notes: Costs appear as positive numbers, while revenues and 'Developer and Other Contributions' appear as negative numbers.
All entries are discounted present values in 2010 prices and values.

Analysis of Monetised Costs and Benefits

Noise	£74,408	*(12)*
Local Air Quality	£9,633	*(13)*
Greenhouse Gases	£529,773	*(14)*
Journey Quality	£5,406,271	*(15)*
Physical Activity	£0	*(16)*
Accidents	£1,178,192	*(17)*
Economic Efficiency: Consumer Users (Commuting)	£1,928,182	*(1a)*
Economic Efficiency: Consumer Users (Other)	£4,720,721	*(1b)*
Economic Efficiency: Business Users and Providers	£16,221,321	*(5)*
Wider Public Finances (Indirect Taxation Revenues)	£5,572,443	*- (11) - sign changed from PA table, as PA table represents costs, not benefits*
Present Value of Benefits (see notes) (PVB)	£24,496,059	*(PVB) = (12) + (13) + (14) + (15) + (16) + (17) + (1a) + (1b) + (5) - (11)*
Broad Transport Budget	£9,781,229	*(10)*
Present Value of Costs (see notes) (PVC)	£9,781,229	*(PVC) = (10)*
OVERALL IMPACTS		
Net Present Value (NPV)	£14,714,831	NPV=PVB-PVC
Benefit to Cost Ratio (BCR)	2.5	BCR=PVB/PVC

Note : This table includes costs and benefits which are regularly or occasionally presented in monetised form in transport appraisals, together with some where monetisation is in prospect. There may also be other significant costs and benefits, some of which cannot be presented in monetised form. Where this is the case, the analysis presented above does NOT provide a good measure of value for money and should not be used as the sole basis for decisions.

3.6.3. The benefit to cost ratio exceeds 2:1, demonstrating high value for money for the scheme on the basis of only the transport related impacts.

3.7 DEVELOPMENT BENEFITS

3.7.1. In addition to the transport benefits identified above, and used in the benefit to cost ratio, the scheme proposals are forecast to deliver significant development benefits, which are dependent on the transport aspects of the Masterplan proposals.

3.7.2. The consolidation of the surface car park spaces into multi-storey car parks will release land which can be developed for residential and commercial uses, as well as improving the urban realm and supporting enhanced connectivity to/from the station. This redevelopment of the area around the station will deliver economic benefits arising from land value uplift, along with encouraging private sector investment in the area supporting local employment benefits.

INCREASE IN LAND VALUE FOR NEW DEVELOPMENTS

3.7.3. Using DCLG's 2016 guidance we have assessed the impact of the change in land use from a surface car park to new residential units on the land owned by Network Rail to the south of the railway line (plots G, H and I). This encompasses 0.4 hectares. The land values used are based on DCLG's (December 2015) *'Land value estimates for policy appraisal'* for industrial land in the South West and residential land in Swindon, as these are deemed to be the most appropriate value available.

3.7.4. The assumptions are listed in Table 13.

Table 13 – Land Value Uplift Assumptions

Indicator	Industrial to Residential
Original value (£ / ha)	430,000
Residential value (£/ ha)	2,120,000
Value uplift £/ha	1,690,000
Total residential space developed hectare	0.401

3.7.5. The duration of the benefits is one year, based on industry guidance. The estimated land value increase for the preferred option is shown in Table 14**.**

Table 14 – Land Value Benefits

	Preferred Option
Land value uplift (£ PV 2010)	415,717

3.8 APPRAISAL SUMMARY TABLE

3.8.1. The Appraisal Summary Table (AST) for the preferred option is provided in Appendix B. In addition to presenting the quantified economic results of the appraisal it sets out the environmental and social impacts of the proposals. As an existing station in an urban area, the redevelopment of it is not anticipated to have an impact on biodiversity or the water environment. The necessary actions will be adhered to as part of the planning process.

3.8.2. Recognising the historic value of the existing station buildings, the Masterplan designs are sympathetic while significantly improving the current low-grade townscape which greets people arriving in Chippenham by rail. Users of the station and its local area will also benefit from the introduction of the new walk/cycle bridge which will provide a more direct route, addressing severance, aiding physical activity and contributing to an improved experience for those in the area.

3.8.3. Overall, the AST demonstrates the multiple benefits of the preferred option in both quantitative and qualitative terms and the absence of anticipated negative impacts over the life of the proposals.

3.9 SENSITIVITY TESTING

3.9.1. Sensitivity testing has been undertaken to assess the sensitivity of the case to key variables within the economic appraisal. The details of these are summarised below:

- Optimism Bias (OB): The preferred option applies the standard assumption of 44% OB on the capital costs. OB could be increased up to 51% and the scheme would still retain a high value for money BCR above 2:1. At an OB of 63% the BCR is greater than 1.5:1.
- Rail Fare: A fare sensitivity test was undertaken which adopts a 10% lower yield. This reduces the BCR to 1.8:1, demonstrating medium value for money on only the transport-related elements.
- Non User impacts: Excluding non-user benefits arising from the transfer of trips from highway to rail (and the associated indirect tax impact) reduces the BCR to 1.8:1, demonstrating medium value for money on only the transport-related elements.
- Highway diversion factor: The DfT's standard diversion factor of 26% has been used in the economic appraisal. Given the nature of the scheme is to provide greater car parking capacity to address forecast

demand growth the achieved diversion level may be higher. Assuming one-third, the resulting BCR increases to 2.7:1.

3.10 VALUE FOR MONEY STATEMENT

3.10.1. The preferred option appraised in line with DfT's WebTAG has an estimated Present Value of Costs (PVC) of £9.8m to the UK Government's broad transport budget including revenue/subsidy cost saving and operating and maintenance costs. The investment in Chippenham Station Hub is expected to provide a total Present Value of Benefits of £24.5m. This results in an initial BCR of 2.5:1. With the inclusion of the dependent development benefits the BCR is strengthened, but remains at 2.5:1. This demonstrates the high value for money of the scheme and meets the expected level by the LEP for the BCR in order to approve the scheme.

3.10.2. In addition to the conventional transport appraisal benefits captured in the WebTAG compliant BCR, the scheme will also deliver wider economic and social benefits, in line with the LEP's objectives. These include the land value uplift resulting from the provision of the high quality commercial development on the plot owned by Wiltshire Council to the south of Cocklebury Road. This is proposed to provide around 3,375m^2 of floorspace over three storeys. Assuming an indicative land uplift value of £250 to £500 per square metre (based on DCLG's guidance on typical non-residential development in the South West), the Present Value for the commercial land value uplift is between £650,000 and £1.3m (2010). The development is anticipated to support the retention of high value jobs in Chippenham and the creation of further jobs.

3.10.3. Additionally, the visible commitment to the area will serve to 'pump prime' the wider regeneration of the local area and set the precedent for further development coming forward. Amongst already identified opportunities is the land owned by Chippenham 2020 to the south-west of the station. It is proposed that high quality commercial units are developed to support local economic growth (including employment and GVA benefits) and addressing local housing needs, including the provision of affordable housing.

3.10.4. The development of the station Hub will also support the realisation of the benefits from the wider housing and employment developments at sites such as Langley Park, Rawlings Green, North Chippenham and Rowden Park by ensuring the station can accommodate the forecast demand, provide a gateway experience and integrate the area with the town centre. As set out in the AST, the Masterplan proposals achieve this without negatively impacting the natural environment, respecting the local heritage of the station area and delivering a range of benefits to society.

4 COMMERCIAL CASE

4.1 INTRODUCTION

4.1.1. The Commercial Case addresses the commercial viability of delivering the proposed scheme. This encompasses the strategy for procurement, the approach to risk allocation and the capability of the identified parties to implement the scheme effectively.

4.1.2. To support the development of the commercial approach the commercial viability of the scheme proposals has been assessed. The initial Masterplan was shown to be financially unviable on the basis of development and construction costs and assumed revenue and income rates. To assist in the revision of the proposals a soft market testing exercise was undertaken. This indicated the quantum and type of accommodation required by the market. This informed the revised Masterplan proposals (described in Section 2.13), providing confidence that the scheme is commercially viable and will therefore be attractive to developers. The soft market testing exercise also revealed the interest that developers have in exploring the opportunities to bring forward the scheme through joint venture arrangements with Wiltshire Council, which to date has led the development of the scheme.

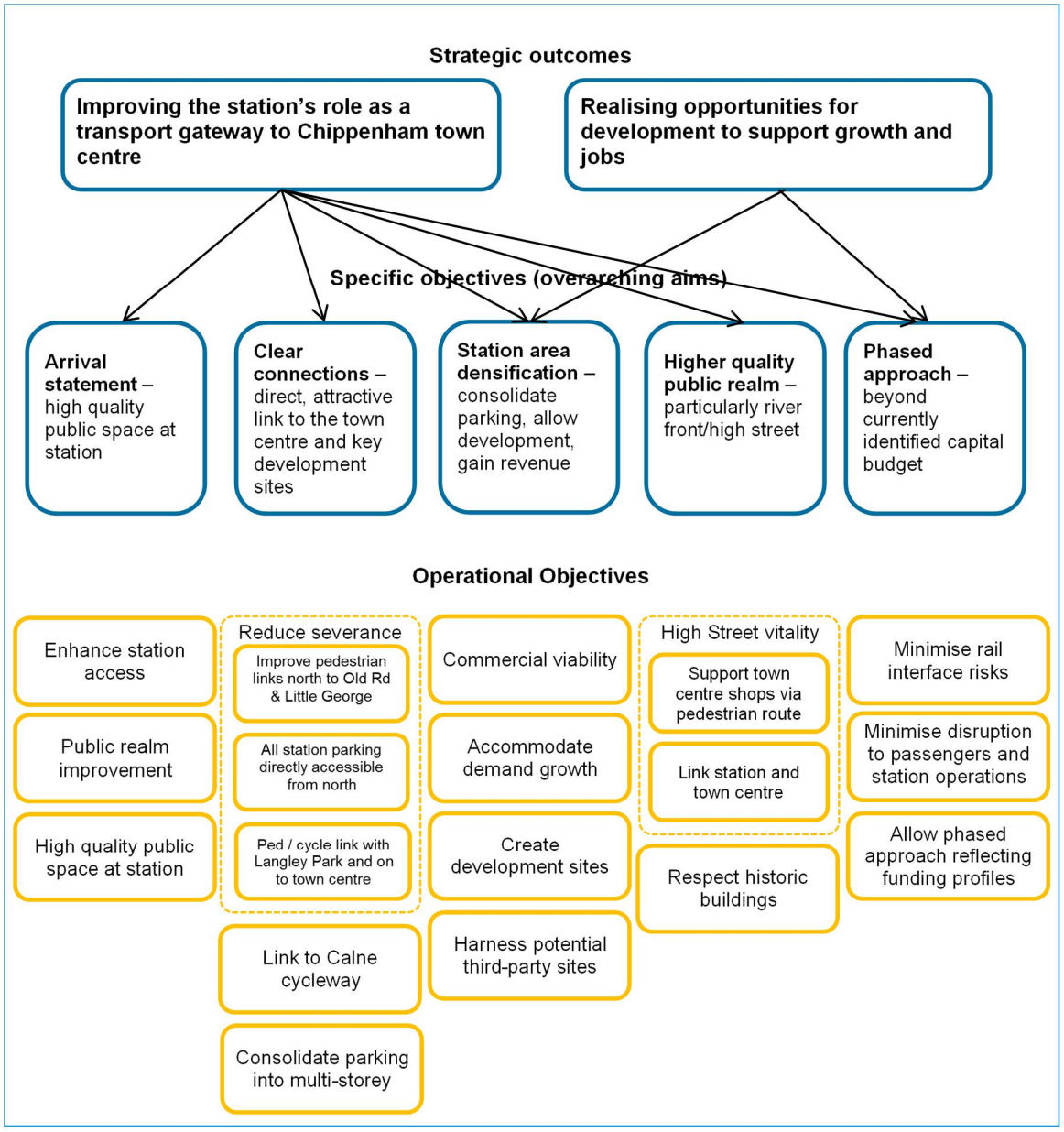
4.1.3. As required by the SWLEP Assurance Framework (March 2015), this chapter has been developed to follow HM Treasury's 'Green Book' and the relevant guidance from the Department for Transport (WebTAG).

4.2 OUTPUT BASED SPECIFICATION

4.2.1. As set out in the Strategic Case (Section 2.7), objectives have been established for the scheme. The Masterplan proposals have been developed to provide the outputs to underpin the outcomes sought, notably a good passenger arrival experience, increased car parking capacity, greater connectivity and legibility and the provision of residential and commercial developments to support the local economy.

4.2.2. Further detailed design will be undertaken as part of the ongoing scheme development with clear output specifications established as part of the procurement and contract management processes.

Figure 20 – Scheme Objectives



4.3 PROCUREMENT STRATEGY

4.3.1. The proposed procurement strategy has emerged as a result of the developed rationale for delivering the scheme as a series of stand-alone projects which collectively deliver the objectives and benefits set out in the original LGF submission to Government in 2014. The multiple elements will best be delivered through a phased strategy, which has already commenced with the GWR station improvement works. Underpinning the procurement strategy has been consideration of the planning and delivery challenges and opportunities that the scheme presents.

PLANNING STRATEGY

4.3.2. Planning risk has been identified as a material issue for the effective delivery of the Hub proposals given the uncertainty that could be created for potential developer partners. Therefore, as part of the development of the procurement strategy a range of potential planning strategy options to secure consent for the proposals have been explored. These are:

- Outline planning application for multi-storey car parks;
- Planning application (outline or hybrid) for the whole scheme ; and
- Preparation of a Development Brief or Supplementary Planning Document for the wider site to support developer selection process.

4.3.3. On the basis of the findings of the Planning Appraisal, the key issues identified for the application are considered to be heritage, transport and design and public realm. It is therefore viewed that a comprehensive approach is taken for the planning strategy rather than seeking outline planning permission for only the car parking elements of the scheme, which are unlikely to demonstrate on their own that they contribute positively to the character and appearance of the conservation area.

4.3.4. Gaining outline planning permission for the whole scheme would enable the comprehensive regeneration solution to be presented and to seek to demonstrate conservation gain and full justification and mitigation for any technical constraints identified, e.g. noise, design. The approach also allows the broad parameters for the whole site, such as land use, scale and massing to be set out in advance of further detailed applications being made, which would also provide certainty for potential development partners to meaningfully engage and potentially lead the progression of the applications.

4.3.5. A risk with this approach however, is that at the outline stage there is insufficient detail to demonstrate the impacts on the listed buildings and conservation area and therefore gain planning approval. A hybrid planning application would seek to mitigate this risk by providing full details for the car parking and station square around the listed buildings aspects of the scheme and less detail for the proposed residential and commercial developments for which outline planning permission is being sought.

4.3.6. An alternative planning strategy to secure development principles for the Masterplan proposals, which could be used by a developer or development partner through to delivery stage, is to prepare a Development Brief for the site. This could be in the form of a Development Brief or a Supplementary Planning Document (SPD). A SPD would have greater weight in planning policy terms to provide further certainty through the development process. In this scenario, Wiltshire Council would need to lead the process, however, the planning risks would be transferred to a future third party to take the scheme through a planning application process.

4.3.7. On the basis of the review of planning strategy options, the hybrid planning application approach has been selected to be taken forward. This has the following advantages:

- **Conservation gain**. An application for the whole site will allow for the planning balance to take a holistic view of the positive and potential adverse impacts of whole development. Potential adverse impacts identified through the pre-application process include harm to designated heritage assets and impacts on the highway network, which will need to be mitigated and addressed through a comprehensive design solution and further supporting technical studies. It will be important to demonstrate through a planning application that the design solution around the listed station building will enhance the setting of the station and the character and appearance of the conservation area.
- **Planning Considerations**. On a practical level, a comprehensive application for the remaining phases allows for all technical survey work and mitigation strategies to be carried out and established through one process. This provides additional certainty for a development partner and reduces planning and technical risks for delivery of the scheme.
- **Delivery strategy and phasing**. A hybrid application approach defines a clear phasing plan and delivery strategy for the site as the elements approved in detail would not require further approval (apart from satisfying any relevant planning conditions) from the Local Planning Authority prior to commencement. This approach creates certainty for the outline phases by approving certain principles and parameters that could be taken forward by a separate delivery partner.

4.3.8. Importantly, the proposed approach does not impact upon the point at which a developer partner can be brought on board, enabling Wiltshire Council to continue at this stage to lead the management of the process and decide if and when to include a third party as joint applicant.

4.3.9. The phased delivery strategy has been determined in order to:

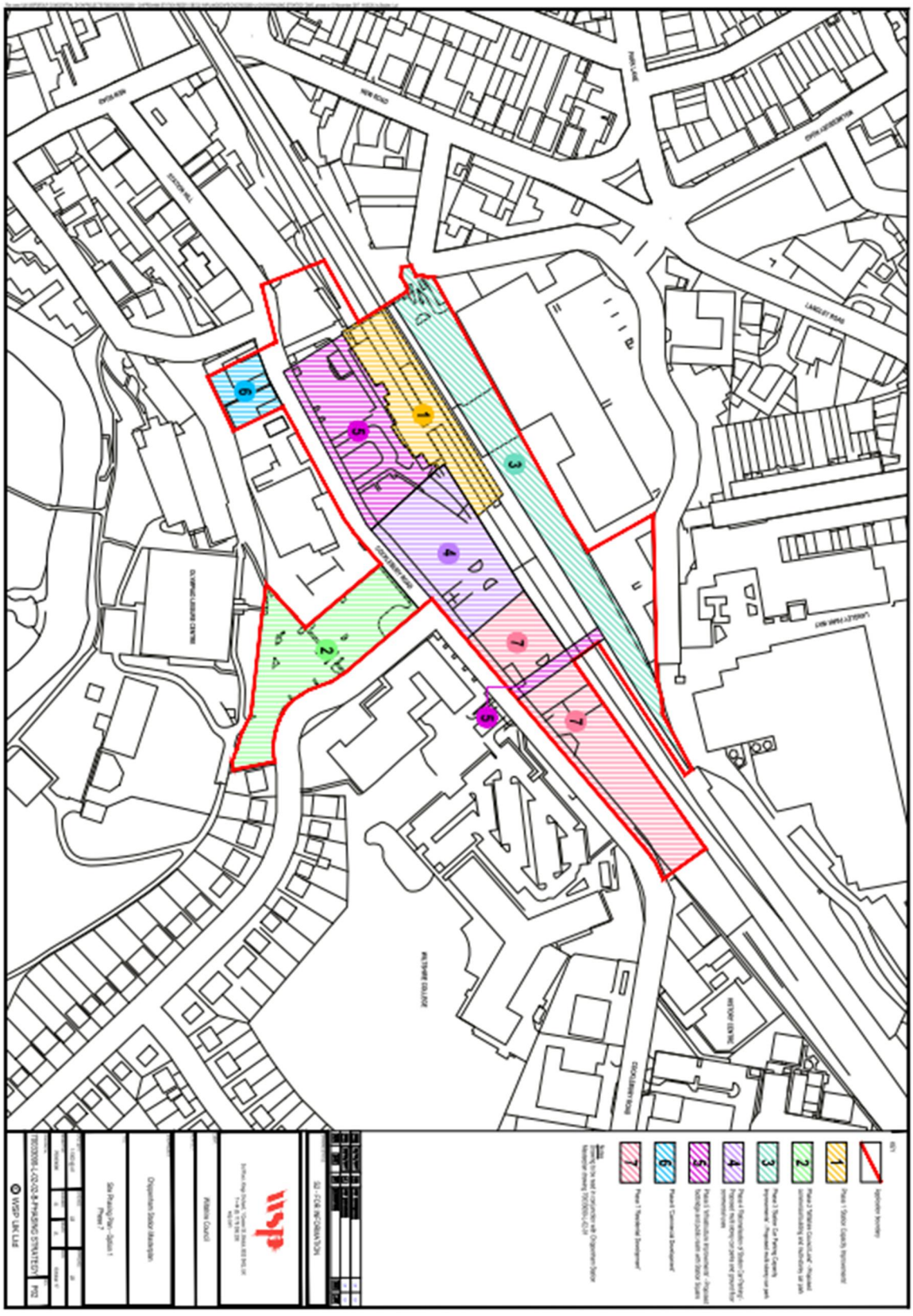
- Accommodate delivery of the GWR station works within the current Great Western franchise (ending April 2020[5]);
- Secure an identified commercial tenant with near term requirements for a commercial opportunity on the Wiltshire Council land;
- Address the interdependencies with adjacent development outside of the scheme's control (timing of GWML electrification works, infrastructure works including new rail bridge relating to Rawlings Green housing development, Langley Park redevelopment programme);
- Address operational issues to allow station operation and provision of car park capacity during the construction works;
- Provide appropriate timescales to obtain relevant stakeholder support and required planning consents;
- Deliver 'quick wins' to support the identified project outcomes of:
  - Improving the station's role as a transport gateway to Chippenham town centre; and
  - Realising opportunities for development to support growth and jobs.
- Align with LGF funding timescales;
- Retain flexibility over the site design and delivery model to best respond to local market conditions; and
- Manage the resource burden on Wiltshire Council recognising that different elements of the project will be delivered by different parties under different arrangements.

4.3.10. The identified phases, as illustrated in Figure 21 overleaf, are:

- (Phase i) **Station Capacity Improvements** – new booking hall, improved retail unit, gatelines, new north side lift onto public footbridge (providing step-free access across the railway line), additional cycle parking, improvement works to bus interchange;
- (Phase ii) **Wiltshire Council Land** – high quality commercial building and decked car parking;
- (Phase iii) **Station Car Parking Capacity Improvements** – decked car parking;
- (Phase iv) **Rationalisation of Station Car Parking** – high quality commercial building and decked car parking;
- (Phase v) **Infrastructure Improvements** – station square public realm and footbridge;
- (Phase vi) **Commercial Development** – high quality commercial and residential units; and
- (Phase vii) **Residential Development** – high quality residential units.

[5] DfT Rail Franchise Schedule (July 2017)

Figure 21 – Proposed Phasing of Masterplan



4.3.11. There are two broad options which could be pursued to implement and deliver the proposed phases of the development. These are:

- Identify and work with one delivery partner to take on the whole site. This provides an overarching consistency in the management of the phased delivery of the scheme, however, it is unlikely to generate a high land value and the range of delivery partners that would take on such a site is limited given the mixed use nature of the scheme.
- Delivery in phases through a joint venture, disposal in the open market or direct appointment of a contractor to deliver Council-retained buildings. This allows for Wiltshire Council to have greater control over the delivery of the scheme as the strategy for each phase can be tailored to meet individual objectives.

4.3.12. There are a number of factors that will influence the delivery of the scheme including changing market conditions, predicted passenger growth as a result of the electrification of the Great Western Mainline and travel behaviour, including choice of transport mode. It is therefore important that Wiltshire Council retains overall control of delivering the development, building in flexibility to drive the scheme and deliver the social, economic and regeneration objectives of the project. In this context, the second option has been selected due to its ability to provide the flexibility needed to adapt to changing circumstances.

4.3.13. Table 15 sets out the proposed delivery mechanism for each phase of the scheme.

Table 15 – Proposed Delivery Mechanisms for Each Phase

Phase	Delivery Mechanism Description
i	Scheme delivered by GWR in line with Network Rail's GRIP process and GWR's property management process. Construction on site has commenced.
ii	The majority of the 'Sadlers Mead' site (Plot D in the Masterplan) is owned by Wiltshire Council, who will lead the delivery of this element of the scheme.
iii	The delivery mechanism for the increase in car parking capacity north of the railway line will be determined by Network Rail who currently control the land. The process will be consistent with Network Rail's GRIP process and subject to their approvals requirements.
iv	The delivery mechanism for the rationalisation of the station car parking to the south of the railway line and construction of commercial units will be determined by Network Rail as the land owner. The process will be consistent with Network Rail's GRIP process and subject to their approvals requirements.
v	The station square enhancement and footbridge/cycle bridge is anticipated to be delivered directly by Wiltshire Council through the direct appointment of an appropriate contractor.
vi	The land to the south-west of the station is owned by Chippenham 2020 who intend to manage the development of the site. As the development can be progressed independently of the wider Masterplan proposals the timing of the delivery of the commercial units is flexible.
vii	The delivery mechanism for the residential units will be determined by Network Rail and the process will be consistent with Network Rail's GRIP process and subject to their approvals requirements.

4.3.14. Further work will be undertaken to develop the preferred delivery approach to ensure that the resulting viable scheme meets the identified objectives for the Masterplan and that these outcomes are realised in an effective way which achieves value for money. To support this, Wiltshire Council has commenced, through appointed advisors, discussions with land owners around the station regarding the proposed delivery and funding mechanisms.

4.4 SOURCING OPTIONS

4.4.1. It is anticipated that Wiltshire Council will draw on its existing supplier arrangements to obtain the necessary services to deliver the scheme. The benefit of using existing supplier frameworks and associated procurement routes is their tried and tested nature and their familiarity to both client and suppliers, which reduces risk and the cost of procurement.

4.5 PAYMENT MECHANISMS

4.5.1. The payment mechanisms will be determined once the procurement approach has been finalised. It is anticipated that the mechanisms will be consistent with an approach which will be familiar to both the client and suppliers in order to mitigate risk in pricing and will be designed to ensure that the scheme specification is delivered in an efficient and economical way.

4.6 RISK ALLOCATION AND TRANSFER

4.6.1. The principal risks for the delivery of the scheme relate to:

- Planning permission;
- Funding approval;
- Land acquisition; and
- Construction over and alongside an operational railway line.

4.6.2. The Management Case describes the approach being taken for the project to manage these risks, including the identification of appropriate mitigations.

4.7 PLANNING PERMISSION

4.7.1. As described in the section on Procurement Strategy (4.4) it is proposed to proceed with a hybrid planning application. This is viewed as reducing risk at this stage while maintaining flexibility in the future as the scheme proposals and delivery approach are refined.

4.7.2. With Phase i under construction, the planning strategy for Phase ii is to submit a full planning application for the Sadlers Mead Car Park site. This will accelerate delivery of the office floorspace as the planning considerations for an application will be limited only to the site and there is a reduced risk of delays caused by wider discussions on other parts of the Masterplan.

4.7.3. The planning strategy for Phases iii-vii incorporates the remainder of the Masterplan area as a holistic redevelopment proposal and provides a planning basis for further detailed applications, which could be taken forward by a development partner. This approach has the benefit of providing a comprehensive regeneration solution, which demonstrates conservation gain, provides full justification and mitigation for any technical constraints such as noise, highways and design and creates planning certainty for a future third party partner. The intention is to submit a hybrid planning application to seek approval of full planning permission for Phases iii and iv and approval of outline parameters for Phases v, vi and vii. Development proposals on outline parts of the site will require reserved matters approval prior to commencement. This approach has the benefit of allowing development to come forward in phases with flexibility and a degree of autonomy for delivery partners to agree the detailed design and implement the scheme via a reserved matters application.

4.7.4. On the basis of pursuing a hybrid planning application pre-application advice has been received from Wiltshire Council. The hybrid planning application will need to be supported by a comprehensive planning application package, which is being established through the pre-application process. It is considered that the proposals do not fall within the thresholds for an Environmental Impact Assessment (EIA), however, an EIA screening will need to be submitted to Wiltshire Council to confirm this.

4.7.5. Once the scheme is further developed with design details for the public realm strategy and phases iii and iv, further pre-application discussions will take place with Wiltshire Council. In parallel, further stakeholder and public consultation will be undertaken.

4.7.6. Subject to confirmation that an EIA is not required, the following documents are likely to be needed for the planning application (to be scoped and agreed with Wiltshire Council prior to submission):

- Planning application drawing package including detailed drawings for Phases iii and iv, parameter plans and illustrative masterplan;
- Public Realm Strategy and Landscape Masterplan;
- Design and Access Statement inc. Energy and Sustainability Statement;

- Planning Statement inc. Economic Statement and Planning Obligations;
- Statement of Community Involvement;
- Foul Sewerage and Utilities Assessment;
- Building Structural Survey;
- Arboriculture Survey and Impact Assessment;
- Flood Risk Assessment;
- Transport Assessment and Travel Plan;
- Ecological Appraisal;
- Noise Impact Assessment;
- Heritage Impact Assessment;
- Townscape and Visual Impact Appraisal; and
- Draft Heads of Terms.

4.7.7. Subject to the procurement of relevant technical studies and architectural inputs, the planning application can be prepared within six months, during which time further pre-application discussions would take place. Following submission of the application, the statutory determination period is 13 weeks. Discharge of pre-commencement planning conditions will be required prior to starting on site for Phases iii and iv, which will take around ten weeks.

4.8 FUNDING APPROVAL

4.8.1. £16m of funding from the Local Growth Fund (LGF) has been allocated to the scheme. £2m of this is contributing to the funding of Phase i, the station improvement works which are currently being implemented by GWR. Following the agreement in November 2017 between DfT and the LEP for the scheme to be 'un-retained' by DfT, the LEP is responsible for approving the release of funding for the scheme, consistent with its Assurance Framework.

4.8.2. In addition to demonstrating the value for money of the proposals, match funding is required to show that the scheme is affordable and that the LGF funding is leveraging further contributions from the private and public sector. As set out in the Financial Case, these contributions are anticipated to arise from prudential borrowing and CIL revenue, as well as other public and private sector funding sources. The final funding package will be determined as part of the decision on the delivery mechanisms for each phase and through negotiation with the parties involved, notably Wiltshire Council, Network Rail, land owners and developers/development partners.

4.9 LAND ACQUISITION

4.9.1. The Masterplan proposals encompass land under multiple ownership. This creates additional interfaces for the delivery of the scheme and hence presents risk in terms of potential increased cost and delays in reaching agreement. The proposed phased delivery strategy has been developed to mitigate this. As discussions continue on the delivery of each phase Wiltshire Council will determine the final position regarding the need or not for land acquisition and the incorporation of land within the full Masterplan scheme. Any land acquisition made cannot use the LGF funds.

4.10 CONSTRUCTION

4.10.1. For each of the proposed phases the anticipated lead parties, who will procure the construction of the scheme elements, have been identified (with GWR currently delivering Phase i). These are set out in the table below.

Table 16 – Proposed Lead Party for Each Phase

Phase	Elements	Lead Party/Parties
ii) Wiltshire Council Land	High quality commercial building and decked car parking	Wiltshire Council
iii) Station Car Parking Capacity Improvements	Decked car parking	Wiltshire Council and Network Rail
iv) Rationalisation of Station Car Parking	Decked car park	Wiltshire Council and Network Rail
v) Infrastructure Improvements	Station square public realm and	Wiltshire Council and Network Rail

	footbridge	
vi) Commercial Development	High quality commercial and residential units	Chippenham 2020 and development partner
vii) Residential Development	High quality residential units	Network Rail and developer partner

4.11 CONTRACT MANAGEMENT

4.11.1. The approach to contract management, including its length and key contractual clauses will be determined once the procurement approach has been finalised. It is anticipated that the approach will be consistent with industry norms, ensuring familiarity for clients and suppliers. As part of the development of the contract management approach clear roles, responsibilities and sign-off processes will be established to ensure robust governance.

5 FINANCIAL CASE

5.1 INTRODUCTION

5.1.1. The Financial Case considers the costs and affordability, in terms of funding arrangements, of the scheme proposals being assessed.

5.1.2. As required by the SWLEP Assurance Framework (March 2015), this chapter has been developed to follow HM Treasury's 'Green Book' and the relevant guidance from the Department for Transport (WebTAG).

5.2 COSTS

CAPITAL COSTS

5.2.1. The capital cost estimate is based on the quantum of car parking being proposed and the floorspace for the residential and commercial developments. Table 17 presents a summary of the capital cost estimate for the Masterplan. Of the total £76m estimated direct construction cost, around 25% is for construction of the station elements (i.e. car parking, footbridge and urban realm, and used in the economic appraisal), with the rest related to the residential and commercial developments.

5.2.2. As shown in the table, a 30% risk value has been included in the cost estimate. Inflation is not included. As the individual phases of the Masterplan are developed and more detailed design work is completed revised cost estimates will be produced and value engineering considered as appropriate.

Table 17 – Cost Estimate

Cost Item	Cost (2017 Prices £m)
Car Parking	19.74
Commercial	13.73
Residential	40.56
Urban Realm	1.0
Pedestrian / Cycle footbridge	1.0
Total Direct Construction Cost	***76.03***
Preliminaries	19.01
Overheads (inc. profit)	7.71
Total Base Construction Cost	***102.74***
Indirect Costs (inc. design team fees, project team costs)	30.99
Risk (30%)	40.12
TOTAL CAPITAL COST ESTIMATE	**178.85**

WHOLE LIFE COSTS

5.2.3. Once constructed the new facilities will need to be maintained. The approach for this for each respective element of the Masterplan will be agreed as part of the on-going development of the proposals and documented in the Full Business Case.

5.3 FUNDING ASSUMPTIONS

5.3.1. The proposals to redevelop Chippenham station were included in the Swindon and Wiltshire Local Enterprise Partnership Strategic Economic Plan (SEP). Following the government's review of the SEP, in July 2014 £16m was allocated to the scheme from the Local Growth Fund. £2m of this allocation has been identified for the Phase i works to the station to improve its facilities and passenger accessibility, which are now being delivered, drawing on £1.1m of additional funding by GWR.

5.3.2. The table below sets out the proposed allocation of LGF funding by phase, along with the anticipated source for additional funding. The final funding package will be determined as part of the decision on the delivery mechanisms for each phase and through negotiation with the parties involved, notably Wiltshire Council, Network Rail, land owners and developers/development partners.

Table 18 – Proposed Funding Approach

Phase	LGF Funding Contribution	Additional funding source
ii) Wiltshire Council Land	£4.0m	From Wiltshire Council drawing on CIL and prudential borrowing against future revenue streams, and potentially private sector contribution to preparation and development costs
iii) Station Car Parking Capacity Improvements	£5.0m	To be determined by Network Rail
iv) Rationalisation of Station Car Parking	£4.0m	To be determined by Network Rail
v) Infrastructure Improvements	£1.0m	From Wiltshire Council drawing on CIL
vi) Commercial Development	-	Funded by private sector
vii) Residential Development	-	To be determined by Network Rail

5.3.3. The Community Infrastructure Levy (CIL) charging schedule was approved by Wiltshire Council in May 2015. This requires any CIL liable development that is granted planning permission to pay the CIL charge. This includes residential and retail developments.

5.3.4. Table 19 sets out an indicative draw-down for the LGF funding (including for the current Phase I station works) to end March 2021. As the individual phases of the Masterplan are developed in greater detail and the delivery mechanisms confirmed, the funding profile will be reviewed and revised as appropriate. In addition to the match funding provided, further public and private sector investment will occur in subsequent years to complete the full scheme by end December 2023.

Table 19 – Indicative LGF Funding Profile by Year

Funding Profile	2017/18	2018/19	2019/20	2020/21
Local Growth Fund	1.5	1.5	5.5	7.5

5.3.5. With the exception of the LGF funding, the other funding streams are unsecured.

6 MANAGEMENT CASE

6.1 INTRODUCTION

6.1.1. The Management Case sets out the processes and controls that are in place to successfully manage the implementation of the scheme and realise the forecast benefits. This chapter describes how the scheme will be delivered using project management best practice, confirms the project is deliverable within the timescales identified, and demonstrates an appropriate governance structure and assurance framework to oversee the project.

6.1.2. As required by the SWLEP Assurance Framework (March 2015), this chapter has been developed to follow HM Treasury's 'Green Book' and the relevant guidance from the Department for Transport (WebTAG).

6.2 EVIDENCE OF SIMILAR PROJECTS

6.2.1. Wiltshire Council has a proven track record of scheme delivery using the project management processes set out in this chapter. A selection of key relevant schemes is described below in Table 20, summarising the scope of works, timescales, and procurement strategies employed. Opportunities will be taken to learn lessons from these projects to improve delivery and project management processes.

6.2.2. In addition, GWR, Network Rail and Wiltshire Council have successfully worked together, along with SWLEP, to develop and now implement the station and access improvements for Chippenham station which comprise Phase i works of the phased delivery of the overall Masterplan proposals.

Table 20 – Wiltshire Council Selected Project Experience

Project	Description	Works date	Means of delivery	Value	Project delivered successfully
Porton Science Park	First phase of construction of Science Park, comprising 42,500 sq. ft. of laboratory and office space and related infrastructure.	October 2016 – December 2017	Contract managed by Wiltshire Council Strategic Property Services	£10.1m	Scheduled for completion on the 15th December 2017
A350 Dualling	Capacity enhancements on the A350 Chippenham Bypass, specifically in the vicinity of the Brook and Bumpers Farm Roundabouts. The scheme was designed to increase highway capacity and act as one of the key enablers for unlocking urban expansion around Chippenham.	Summer 2015 – February 2016	The project was predominantly delivered through Wiltshire Council's on-going highways delivery and consultancy contracts.	£3.3m	Yes (5 weeks early)
The Enterprise Network	A £5.2m initiative led by Wiltshire Council with Government and EU funding, aimed at nurturing new and growing small and micro businesses in Swindon and Wiltshire.		Multi-stakeholder project led by Wiltshire Council – including SWLEP, Enterprise Wiltshire, Swindon Borough Council, Military Civilian Integration Partnership and Wessex Chambers of Commerce.	£5.2m	Yes
Trowbridge Station Refurbishment	New waiting shelters, ticket vending machines and cycle parking shelters. Improvements to pedestrian access.	January-April 2015	Delivered jointly by GWR, Wiltshire Council, Network Rail and the TransWilts Community Rail Partnership.	£1m	Yes

Project	Description	Works date	Means of delivery	Value	Project delivered successfully
	Extension to cycle parking, Resurfacing, new lighting and improved layout in the car parks. Demolition of old taxi office to create additional car parking spaces. CCTV. Electric car charging point.				
Springfield Community Campus	Redevelopment and extension of the Springfield Sports Centre to form a new Springfield Community Campus including; library, café, neighbourhood policing team, meeting rooms, climbing wall and leisure facilities. The project was developed with extensive involvement of representatives of the local community through a community operations board.	2012 - 2015	Contract managed by Wiltshire Council Strategic Property Services	£11m	Yes

6.3 PROGRAMME / PROJECT DEPENDENCIES

6.3.1. There are a number of other schemes scheduled for implementation in the immediate vicinity of Chippenham station (as shown in Figure 17). The proposed Chippenham station Hub scheme is not dependent on any of them, however effective integration with the other schemes will support the realisation of wider benefits for the Hub scheme and the local Chippenham area and facilitate effective delivery of the scheme as a whole. In addition, while the Hub scheme will deliver an integrated solution, the phasing of its delivery (as described in the Commercial Case) allows a flexible approach regarding timescales for the individual elements and for the final designs to best meet the market conditions and planning requirements.

6.3.2. In developing the station masterplan proposals and the subsequent delivery strategy cognisance of the other schemes has been taken and through the planning process due consideration of the relevant issues will be taken. The relevant schemes, as identified in the Strategic Case, and their relationship with this scheme are set out below.

PHASE 1 STATION HUB WORKS

6.3.3. Works commenced in October 2017 to improve station facilities and accessibility within the current station boundary. These proposals will improve the passenger experience for those using the station, as well as providing improved access and associated works. While the subsequent Hub proposals are not dependent on the Phase 1 works, as they are focused on the area around the station, the final design will be integrated with the Phase 1 works, which will be completed prior to construction of the wider elements (Phases ii to vii).

GREAT WESTERN ELECTRIFICATION

6.3.4. Electrification of the Great Western Main Line and associated ancillary/ diversionary routes is underway. As part of electrifying the section of line between Bristol and London, overhead line equipment will be introduced at Chippenham station. To accommodate this, the existing historic footbridge will be raised and the new proposed pedestrian and cycle bridge will need to be constructed with sufficient clearance for the wires.

LANGLEY PARK DEVELOPMENT

6.3.5. The Langley Park proposed development is situated to the north-east of the railway line and Chippenham station. A site of 48 acres, the intention is to redevelop around 19 acres for residential use. The first phase will include a supermarket, 69 bed hotel with café and 22 residential units. The proximity of the site to the station is

anticipated to create increased pedestrian and vehicle traffic to the station, and potentially increased pedestrian traffic wishing to cross the railway line to access the town centre to the south.

6.3.6. The plans for the re-development include highway improvements at the Little George Roundabout and a 'green' pedestrian and cycle corridor towards the station with the potential to link with the improved station urban realm and cycle/foot bridge to provide a continuous attractive route to the station and town centre. While there is no dependency between these schemes, i.e. they can be developed, costed and built in isolation, it will be beneficial for each scheme to consider the impacts of the other to ensure the local pedestrian, cycle and highway routes meet the needs for the local area and appropriate consideration is made of the impacts of the Rawlings Green development and its associated highway improvements.

RAWLINGS GREEN

6.3.7. This major residential and employment development (over a 50 hectare site) to the east of the station (and south of the railway line) is similarly anticipated to generate increased local demand at Chippenham station, with rail passengers accessing by foot, cycle and potentially car. The station Hub scheme is not dependent on the development, but they are complementary in contributing to meeting the local needs and policies for Chippenham. As part of the development a link road from Parsonage Way to Darcy Close, including a connection over the railway line, will be constructed. The new bridge over the railway line will include provision for a cycleway and, will positively contribute to addressing the identified severance issue created by the railway line.

FORMER WILTSHIRE COLLEGE SITE

6.3.8. The site of the former Wiltshire College, which adjoins the boundary of the proposed station Hub scheme is proposed for redevelopment as a residential retirement living development. While there is no direct dependency between this scheme and the Hub scheme, there is the potential for each scheme to mutually support the other. To minimise disruption during construction, the construction programmes for the College site and neighbouring sites should be coordinated.

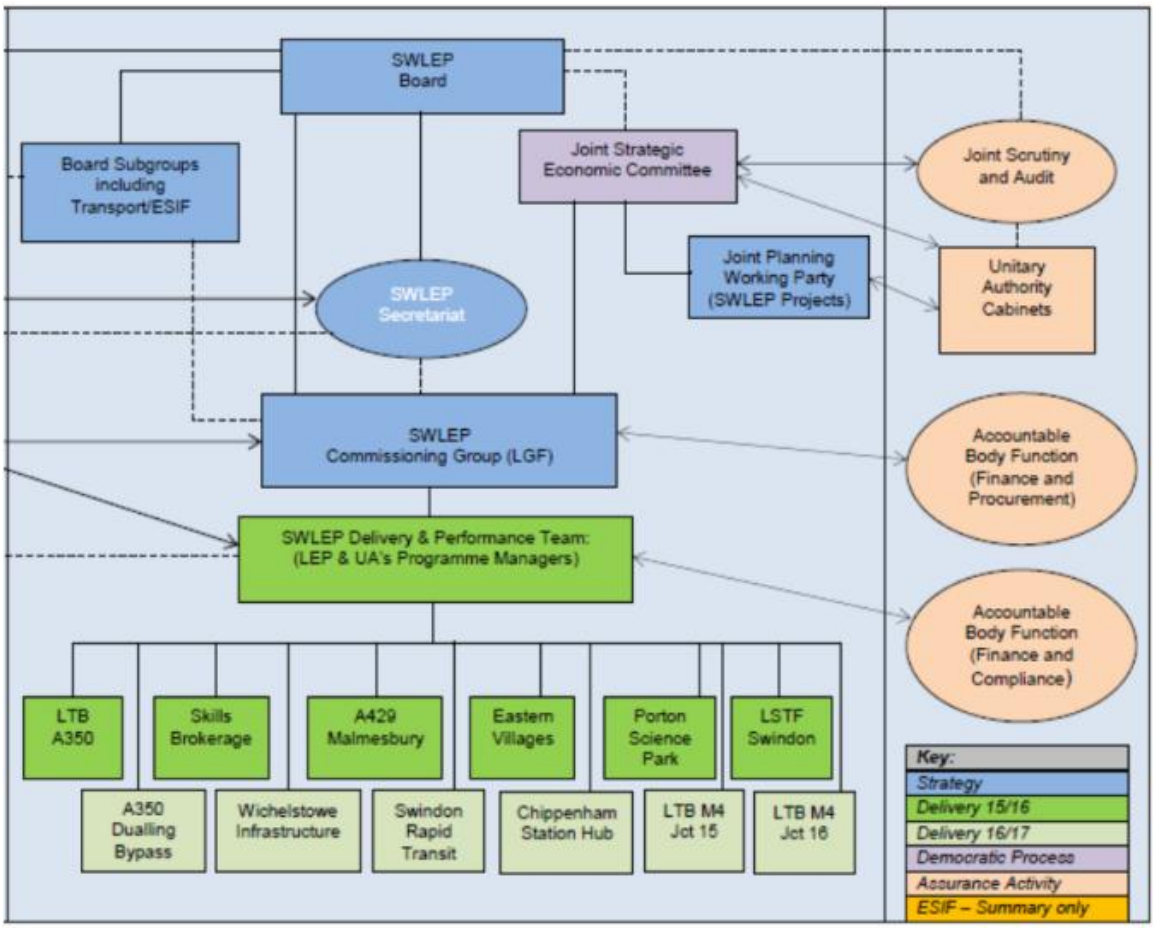
6.4 PROGRAMME MANAGEMENT, PROJECT MANAGEMENT, GOVERNANCE AND ORGANISATION STRUCTURE

PROGRAMME MANAGEMENT

6.4.1. The scheme is an integral part of the Swindon and Wiltshire Growth Deal programme, which comprises a portfolio of projects. SWLEP has established a robust system of governance for overseeing the Growth Deal programme which utilises the resources of each of the two Local Authorities within the local geography. This collective programme management forms the SWLEP Delivery and Performance Team which oversees and records the delivery, monitoring and reporting of SWLEP Growth Deal programme projects. This system is illustrated in Figure 22 below.

6.4.2. SWLEP will adopt the corporate and programme management role for the scheme. The LEP is a creative collaboration of leaders from business, universities and local councils, who direct economic growth and drive job creation. It is led by a Board of directors who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises. The public sector is also represented.

Figure 22 – SWLEP Growth Deal Programme Management System



6.4.3. As part of the programme management SWLEP will ensure that the project is subject to the requirements of the LEP's Assurance Framework (March 2015), which has been approved by central government. As part of this process Independent Technical Advisors will be engaged to provide scrutiny of this OBC prior to its submission to SWLEP. It will then be reviewed by the SWLEP Commissioning Group and Board prior to SWLEP granting approval for the allocated funding to be released.

PROJECT MANAGEMENT

6.4.4. The management and development of this project is being undertaken by Wiltshire Council as the lead authority. The project will be developed by Wiltshire Council through its in-house project management systems. This will be supplemented by external support where required. The council will appoint consultants and other external advisers if required to provide the necessary project management assistance to ensure the project is delivered to programme and value for money is achieved.

6.4.5. Wiltshire Council follows the principles of the PRINCE2 project management methodology, adapted to suit the unique characteristics of each project. This framework ensures best practice project management principles are followed and supports good decision making. To ensure consistency with the principles of PRINCE2, a defined organisation structure from the project management team has been agreed. In addition, the project will be divided into manageable and controllable stages.

6.4.6. To enable effective project governance Wiltshire Council has established a project steering group specifically for the Chippenham Station Hub Project. This consists of members from partner organisations and has been established to lead the project through to completion. The following bodies are represented on the project steering group:

- Local Enterprise Partnership (LEP);
- Network Rail Commercial Sponsor;
- Network Rail Property Development;

- Wiltshire Council Economic Development;
- Wiltshire Council Transport;
- Wiltshire Council Growth Deal Programmes; and
- First Great Western.

6.4.7. This steering group has agreed Terms of Reference. These address the purpose and arrangements for the group, as well as setting out the functions delegated to the group. These are:

- To ensure and support effective and collaborative discussion regarding the delivery of The Project with all major stakeholders;
- To review The Project options analysis as iterated in the Chippenham Station Masterplan document;
- To identify the preferred option for delivery of The Project;
- To identify funding resources from partner organisations to ensure the delivery of The Project;
- To ensure that the preferred option is fully costed and achievable within identified budgets;
- To agree detailed design, scope and delivery timeframes for The Project;
- To oversee the planning application and engage with the Local Planning Authority to ensure an efficient planning application process;
- To oversee the delivery of the project through procurement, contracting and build, ensuring that robust monitoring and reporting is maintained;
- To provide quarterly updates to the Swindon and Wiltshire Local Enterprise Partnership on progress, spend and risks. This task will be carried out through the administrative support function.

6.4.8. The governance structure for the station Hub project is shown below.

Table 21 – Project Governance Structure

Role	Responsibility
Programme Management	
SWLEP Commissioner	Not part of the project management team. Responsible for the Project Mandate, naming the Executive, and defining the project-level tolerances on behalf of the SWLEP.
Programme Management (PMO)	Provides updates to SWLEP Governance and supports monitoring and evaluation of Growth Deal Programme. Receives project progress reports from Project Manager.
Project Management	
Project Board (may be referred to as Project Steering Group)	Responsible for providing the executive oversight of the project. Responsible for reviewing and monitoring of brief development and act as recourse in the event of any changes to the project. Core membership consists of Senior Responsible Owner, Senior Supplier and Senior User supported by Project Manager. Additional members may be drawn from other key stakeholders.
Project Executive / Senior Responsible Officer (SRO)	Responsible for ensuring that the Project meets its objectives and delivers the projected benefits and outputs. Oversees partner engagement, procurement decisions and communications, including the development of briefing documents (strategic, project and development), and oversight of the entire project, including compliance and planning communications.
Senior User	The needs of the project are set out in the Chippenham Masterplan, which is where the project originates. Role is to ensure the proposed solution will meet the needs of local stakeholders (including the station operator). Ensures that any consultation/testing has the appropriate user-focus and representation.

Senior Supplier	Advises on the technicalities of the project; including method, design and strategy. Represents those designing, developing, operating and maintaining the product of the project.
Project Manager	Is responsible for day-to-day management of the project and will identify tasks and delegate responsibility for them to be achieved to the relevant person or team. Checks the completed project against the required standard and ensures completion within time and cost budgets. Monitors the project outcomes against planned benefits. Provides updates on progress to management and SWLEP governance functions.
Project Assurance – reports to Project Board	
Finance Lead (Accountable Body officer acting on behalf of Finance Director)	Monitors expenditure and section 31 payments through Growth Deal.
Work Package – Delivery	
Team Manager / Contractor	Responsibility for ensuring the product is delivered to the time and budget specified. Site management and day to day running of project delivery.
Project Support	Advice on project management tools, administration services, configuration management, briefing development, information strategy, sustainability strategy, planning and scheduling, estimating, forecasting, project accounting and data collection.

6.5 CHANGE MANAGEMENT

6.5.1. Wiltshire Council will be responsible for the monitoring and reporting of changes to project scope, scale and cost. This will be recorded in a Change Control Notification. The SWLEP Delivery and Performance Team has developed a process of change management based on best practice methodology and PRINCE2 project management processes.

6.5.2. As part of the Project Initiation Document required by the Growth Deal Programme Management process, a series of risk based project tolerances will be agreed between the project management team and the Accountable Body for the SWLEP. Any breach of these tolerances will require an action from the lead delivery partner to report the nature of project change, impacts of the change on the delivery of the project and suggested actions to manage the change to the SWLEP Commissioning Group for review.

6.6 PROJECT PLAN

6.6.1. A project plan has been developed setting out the key project tasks and milestones. These are illustrated in Appendix C, with the critical milestones set out below in Table 22.

Table 22 – Project Plan Critical Path

Milestone	Date
Technical studies prepared	By end of April 2018
Stakeholder and Public engagement undertaken	By end of April 2018
Full planning application made (Phase ii)	May 2018
Hybrid planning application made (Phases iii – vii)	July 2018
Procurement of delivery partners / contractors	August 2018
Commence construction of Phase ii	Early 2019

Commence construction of Phase iii	Mid 2019
Commence construction of Phases iv - vi	Late 2020
Commence construction of Phase vii	Mid 2022
Masterplan delivered	By end 2023

6.7 ASSURANCE AND APPROVALS PLAN

6.7.1. The project will adhere to the assurance framework as adopted by the SWLEP to support and monitor the Growth Deal Programme. The project will also comply with the assurance frameworks of all major project delivery partners, including Network Rail, Wiltshire Council and Great Western Railway.

6.7.2. The SWLEP assurance framework sets out the governance and working arrangements required on projects with delegated funding from central government budgets and programmes.

6.8 COMMUNICATIONS AND STAKEHOLDER MANAGEMENT

6.8.1. A draft Communications and Stakeholder Management Plan has been developed for the project. The stated purpose of this plan is to inform stakeholders of scheme progress; enable timely feedback on detailed design; communicate scheme benefits; and to manage stakeholder expectations.

6.8.2. Following identification of the key interested parties, the plan uses recognised stakeholder analysis techniques to determine the relative interest and influence of stakeholders, categorise them to a group based on this, and set out the type and frequency of communications to each group of stakeholders.

6.8.3. Key communications messages are set out within this document, as are the branding requirements for all communications. The plan additionally states the requirements for evaluation of the communication strategy used, to collect evidence demonstrating the effectiveness of the chosen strategy.

6.8.4. Significant stakeholder engagement has taken place to date and throughout each stage of the project it will be critical to have ongoing dialogue and open communication with key stakeholders and the local residents to ensure that they are fully engaged in shaping the development proposals. On the 22 August 2017 a key stakeholder workshop took place as part of the pre-application process and on the 22 November a public consultation drop-in event was held.

6.8.5. The drop-in event took place at Chippenham Town Hall and provided information on the project (Appendix A contains the consultation material provided). Over 100 people attended the event, feedback from which will be used to assist in the preparation of the planning application material. Additional public consultation will take place in spring 2018 to coincide with the submission of a planning application. In addition to this, the emerging scheme was presented to the Chippenham Area Board on the 13 March 2017 and the 26 June 2017.

6.8.6. During the build programme, a stakeholder working group will be set up to provide a forum for communication and review of any problems arising. This working group is recommended to include key stakeholders and members of the project team.

6.9 PROJECT REPORTING

6.9.1. Robust reporting arrangements have been put in place to ensure effective communication across the project. Within Wiltshire Council, monthly updates are provided through the Project Manager to the SRO, group director and corporate leadership team and Cabinet Member for Economic Development, Skills, and Strategic Transport. A bi-monthly project highlight report is provided to the LEP.

6.10 RISK MANAGEMENT STRATEGY

6.10.1. In line with project management best practice and internal risk management processes, the scheme has a risk register which is owned by the Project Manager. The Risk Register will, in accordance with Wiltshire Council Corporate Policy and the LEP Assurance Framework, be monitored and updated on a regular basis throughout project development and delivery.

6.10.2. Risks and their cause(s) are set out, and the probability and likely impact scored from 0-4. This results in a RAG (Red/ Amber/ Green) rating of between 1 and 16. Most risks have a RAG score of 6 or below (Amber),

however there are four risks which are currently scored at 8 or higher and therefore are Red on the risk register. These risks are shown below.

Table 23 – Excerpt from Project Risk Register

Risk	Cause	Impact (0-4)	Prob. (0-4)	RAG	Mitigation	Owner
Failure to secure match funding	The funding from partners including Rail Industry will be forthcoming only after a period of negotiation and further project scoping. Other partners will be brought to the table as core funding is achieved. There are no guarantees that partner funding will be secured	4	3	12	The Steering Group will work closely with development partners to review the scope and scale of the project in order to gain commitment from partners	Steering Group
Loss of LGF funding due to delay in project	The LGF funding is available until March 2021. If the project timescales are delayed and the funding cannot be drawn down by this date there is the risk it will be lost	4	3	12	Maintain progress on delivery strategy and process. And engage with LEP regarding flexibility over accessing funds post-March 2021	Steering Group
Construction costs escalate	The Brexit process has caused a fall in the £pound causing an increase in the cost of building materials imported. Additionally, a shortage of non-UK workers post-Brexit, which the construction industry has been traditionally reliant on may cause higher costs.	3	3	9	Initial cost estimates have been conservative and based on unit costs, which will be refined as the designs are developed and the direction of construction costs becomes clearer	Steering Group via Project Manager
Planning permission not achieved	The LPA does not approve the application for planning permission due to shortcomings in the application and/or local opposition to the proposals	4	2	8	Pre-planning application scoping has been undertaken and a phased approach to seeking permission has been developed	Project Manager

6.11 MONITORING AND EVALUATION

6.11.1. The SWLEP has engaged with the two Unitary Authorities in the area to develop a process of project monitoring, reporting and evaluation for each of the Growth Deal projects which utilises accepted best practice and PRINCE2 methodology. For each project a base line assessment is made once funding has been secured. This is reviewed and updated on a monthly basis alongside monthly highlight reports, detailing progress, risk management, expenditure, change management and benefits realisation. These reports provide a regular and consistent method of reporting and monitoring the project between programme management and the SWLEP governance process.

6.11.2. The inputs for these reports will be provided by Wiltshire Council as the lead party for the successful delivery of the scheme and the realisation of the forecast benefits, which as identified in the Strategic Case (section 2.8) will reflect the:

- Provision of additional station car parking;
- Provision of high quality residential and commercial developments (including affordable housing);
- Support for local employment;
- Increase in land value; and
- Sustainable travel with no net significant worsening of highway conditions.

6.11.3. The quantification of the measures will be confirmed as part of the monitoring and evaluation exercise to baseline the outputs and following the confirmation of the approved planning application conditions for the scheme.

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